

INDUSTRIAL RELATIONS  
IN  
THE VISAKHAPATNAM PORT  
VISAKHAPATNAM

*By*

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244/R.D.

*Sponsored by*  
THE RESEARCH PROGRAMMES COMMITTEE  
PLANNING COMMISSION  
GOVERNMENT OF INDIA  
NEW DELHI

June, 1968

1468

Copies : 500

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658.3151  
SIV

*By the same author :*

Trade Union Movement in Visakhapatnam, 1966.

Industrial Relations in Shipbuilding Industry, 1967.

PRICE Rs. 25/-

PRINTED BY THE DIRECTOR  
ANDHRA UNIVERSITY PRESS, WALT AIR

ACKNO  
1468

To

**Professor K. K. DAS**

**B. Com. (Hons.) (Lond.), D. C. S. (Harvard)**

2/4/ROD

Government of India  
Ministry of Industry  
New Delhi  
26th May, 1966

## FOREWORD

Unless labour problems are studied at an expert level with a degree of scholarly detachment, their dimensions are likely to be distorted either by emotional involvement or ulterior motivation. It is here that bona fide scholars can make their contribution through a scientific study of specific labour problems. Prof. K. V. Sivayya is an eminent scholar and has devoted years to the study of labour problems. I have no doubt that the report "Industrial Relations in the Visakhapatnam Port" brought out by him will prove invaluable to our planners and to all genuine social workers.

D. SANJIVAYYA



## P R E F A C E

The chief objective of Indian economic planning is to raise the living standards of people through faster economic growth. Because of the increasingly important role which industry has come to play in the post-independence period, the need for peace and co-operation in industry now is greater than it ever was, if the objectives of planned economic growth have to be realised. Maintenance of good industrial relations is one of the crucial factors which will have a direct impact on the level of national product and the rate of growth.

The importance and contribution of good industrial relations have often been viewed only from a negative angle. The threatened losses through strikes and lock-outs largely motivated managements and workers alike to seek good industrial relations in an impersonal manner. Much of the labour legislation that has been enacted in recent times, accepting strikes and lock-outs as unavoidable, sought to provide a frame work that would tend to minimize loss of production.

It is rarely that the potential of industrial relations as a positive means of promoting industrial peace through greater understanding and co-operation between management and workers is recognized. Exploration of the possible ways to enlist the willing co-operation and active participation of workers, and measures designed to inculcate in them a spirit of oneness with the organization, will have far better results than passively lying in wait for causes of discontent to unfold themselves for managerial action. Enlightened approach to good industrial relations consists not only in locating possible causes of friction, but what is even more important, in discovering potential areas in which participation of workers could be increasingly encouraged and their co-operation sought for the success of the organization.

Realising the importance of good industrial relations, the Second Five-Year Plan on the eve of initiating the process of rapid industrialization, emphasised the necessity of taking up

research studies in important industrial undertakings with an established tradition of good labour management relations to highlight the factors that have contributed to harmonious industrial relations and helped to increase the production and productivity in these organizations. It was felt that the policies and measures which led to sustained good industrial relations could, with advantage, be emulated by other enterprises, while knowledge of issues that gave rise to unpleasantness could help in devising appropriate preventive and corrective measures to avoid their recurrence in other organizations.

It has, however, to be remembered that the ideas which have been successful in one organization cannot simply be transplanted into other enterprises. To be successful, the basic ideas have to be so oriented as to suit the conditions obtaining in the organizations in which they are sought to be introduced.

It is often felt that we might even draw upon the experience of other countries that have been able to maintain a high level of production through good industrial relations, but the benefit from such adaptations would be limited in view of the differences in political, social, traditional and cultural backgrounds which would have a profound influence on the workers' attitudes and values.

Maintenance of harmonious labour management relations in major ports is of crucial importance in view of the vital role they play in a nation's economic life. A large share of the import and export trade is directly dependent on major Ports. Ports in fact are the gates to the commercial world. Well developed ports are one of those prerequisites usually grouped under "infrastructure" which promote economic progress. The smooth and speedy implementation of many development programmes depends on the efficiency with which the traffic is handled at the ports. The volume of trade handled by Ports grows with the increased tempo of developmental activity since both imports and exports tend to increase. Defence and food supplies further add to the importance of efficient handling of traffic. While thus the demands on ports increase, the available facilities are usually less than what are required. Much therefore depends on the efficient management

of workers in the ports, especially in those ports where mechanization has been introduced only to a limited extent. The work in the ports has to progress without any interruptions since a little delay at the ports ultimately leads to enormous delays and huge financial losses.

Visakhapatnam Port is one of the few most important major ports of India. Lying between Calcutta and Madras on the eastern coast, it caters to an extensive hinterland cutting across borders of three States in the region. The region covered by Visakhapatnam Port witnessed in recent times rapid economic progress with the setting up of many developmental projects in the area. A large share of the export trade of the eastern region is carried out through this port, and the expansion of exports as a result of increased developmental activity made great demands on the port. Within a short span of time, it was required to tremendously increase the facilities at the port to handle both the incoming and outgoing traffic. Visakhapatnam itself is the hub of industrial activity in the region, and it has come to witness the construction of both heavy and light industries around it. In addition to catering to Andhra Pradesh, it has been channelling the import and export trade of the neighbouring states of Orissa and Madhya Pradesh. Thus, the working of the port attracted the attention of government which recently gave it the status of Port Trust in line with those at Madras, Calcutta, Bombay.

The employees at Visakhapatnam Port lend themselves to categorization under three groups : (i) Regular Employees working in various departments of the port, (ii) Stevedore Labour employed by the Dock Labour Board and (iii) Shore Labour. The total strength of workforce as on the date of investigation was reported to be 7,208, comprising 3,593 regular employees (2,707 workers and 886 staff), 571 casual labour working in various departments, 873 stevedore labour and 2,171 shore labour.

This study covers the industrial relations in the Visakhapatnam Port from its inception in general, and in particular during the period 1957-61. Since it is felt the data and information collected for the sample should be dovetailed with that

of the universe which it represents, for better co-ordination and cohesiveness, they have been presented separately.

It is a pleasure for me to acknowledge here the assistance given by Mr. C. Krishnamurty, M.A., Supervisor of the Scheme and Mr. M. Gangadhara Rao, B.Com. (Hons), M.Com., Research Investigator.

A study of this kind would not have been successful without the co-operation of the concerned authorities, and I am much obliged to Mr. C. R. Reddy, I.A.S., Port Administrative Officer, Mr. G. K. Gopala Rao, Labour Officer, and Mr. E. Suryanarayana, Labour Welfare Inspector, of Visakhapatnam Port, for the co-operation and assistance which they gave us.

I am also grateful to Mr. Radhakrishna Murty, Executive Officer, Mr. B. V. Suryanarayana, Administrative Manager of the Dock Labour Board, Mr. M. V. Bhadram, President, Visakhapatnam Harbour and Port Workers' Union, Mr. Bhadra Murty Sarma, General Secretary of the Visakhapatnam Port and Harbour Workers' Union, Mr. Dharma Rao, Secretary, Port Non-Gazetted Officers' Association, for their help and co-operation.

I am thankful to the Research Programmes Committee of the Planning Commission, for sponsoring this project and providing the grant-in-aid to meet the expenses of the investigation. However, the Planning Commission or the Research Programmes Committee are not responsible for the statements expressed in this Report.

I am also thankful to Sri B. Muthuswami, Director, Andhra University Press, for all the interest which he has taken in bringing out this book.

ANDHRA UNIVERSITY  
WALTAIR  
Date SEPT. 1963

K. V. SIVAYYA

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# METHODOLOGY AND SAMPLING

## *Methodology*

The study of Industrial Relations in Visakhapatnam Port which is presented in the following pages includes a survey of views and experience of representatives of management, workers, and non-workers and unions. All the three groups were contacted by using specially prepared schedules. The schedule adopted for interviewing the management representatives covered various aspects relating to the early history of the Port, receipts and expenditures, problems faced by the management, selection and placement procedures, employees' strength, industrial absenteeism, injuries, indiscipline and various welfare measures that were in force. Relevant records available in the offices having a direct bearing were also studied.

A fairly representative cross-section of the employees (both workers and non-workers) selected on sample basis was interviewed on the basis of a questionnaire. As the workers could be classified into the following three worker-groups they were studied in detail accordingly. (i) Port regular employees. (ii) Stevedore labour (employed by the Dock Labour Board). (iii) Shore labour (ore handling and bag cargo labour). Employees other than workers were interviewed only in the group of Port regular employees.

The schedule meant for the unions was also exhaustive covering many important aspects relating to the early history, policies of collective bargaining, union finances, membership, inter-union rivalry etc.

The interviews were started from May, 1962. Port regular employees and casual workers employed in the regular departments were interviewed first. As the departments in the Port were scattered over a wide area, the field staff had to go round each department to interview the selected employees. Some

times the workers had to be contacted at their workspots with the permission of the departmental officers. This type of interviewing took a considerable time. The stevedore labour were interviewed at the call stand of the Dock Labour Board which was also located in the Port area. Some of the selected stevedore workers were interviewed in the night shifts also. Ore handling and bag cargo labour were covered in the 'Shore Labour' group. In the case of the ore handling labour all the selected workers were not available at the same time since 33 gangs work in the first fortnight and the other 33 in the next fortnight of the month. As such, the interviews had to be spread over a long period due to non-availability of all the selected workers at the same time, and due to the fact that their work was purely casual depending upon the arrival of ships to carry ore. Even the 33 gangs, who remain working for the first fortnight, work in shifts and they had to be interviewed at night times also.

### *Sampling*

(a) Workers: All the regular employees of the Port were monthly rated. The total number of regular and casual workers as per the pay rolls maintained in the various departments for October/November, 1961 was 3,278 (regular 2,707, casual 571). In the absence of ready made lists of employees of the Port, the names of all the employees, their occupations, pay scales, and departments were taken from each department. For regular workers stratification was done on the basis of skilled, semi-skilled and unskilled categories. The classification of the total work force into these three categories was done on the basis of their occupations in consultation with the Port Labour Office. Three separate frames were prepared for these three categories and were used for drawing samples. Random samples using  $1/20$  as the uniform sampling fraction were drawn for the three categories with the help of a table of random numbers. Using the same sampling fraction ( $1/20$ ), sample for the casual workers was also taken. Thus, in all, 135 regular workers (comprising 35 skilled, 35 semiskilled and 65 unskilled) and 29 casual



workers were selected for interviews, constituting a five per cent stratified random sample. Among the total selected regular workers, skilled workers formed 25.93 per cent, semiskilled 25.93 per cent and unskilled 48.14 per cent respectively. Workers from all departments and almost all trades were represented in the sample.

(b) Non-workers: To study the regular employees other than workers, the names, designations, departments and pay scales of all those (officers and staff), as per the pay rolls, were taken from the various departments of the Port. Here also, stratification was done under three groups, Supervisory group (G1), General staff (G2) and Class IV employees etc. (G3). Under supervisory group, those who directly supervise the workers, such as, foreman, assistant foreman, inspector, supervisor, assistant supervisor and chargeman were included. Under G2 all the other officers and clerical staff were included. Peons, messenger boys, gatemen, cleaners etc., were included in the G3 group. The total number of employees covered in the sampling frame were 886 (106 in G1, 647 in G2 and 133 in G3). Random samples of size 20 each from the three groups were drawn using a table of random numbers. The total sample coverage of regular employees other than workers was 6.8 per cent.

#### *Stevedore Labour :*

The total number of workers employed by the Dock Labour Board was 873 comprising Tindals, Signalmen, Winchmen and Mazdoors. With the help of an up-to-date printed list of the total work force of the Dock Labour Board, 10 per cent random sample was drawn. The number of workers selected in the sample was 87.

#### *Shore Labour :*

The total number of workers employed in the Ore handling and Bag Cargo at the time of gathering the information (January, 1962) was 1,347 and 824 respectively. All the workers were maistries and khalasis. A five per cent random sample was taken from the shore labour for interviewing. The number of workers selected in the sample was 109.



## CHAPTER I

### VISAKHAPATNAM PORT — BACKGROUND

#### (a) *Historical Background*

India, situated at the head of the Indian Ocean, with a coastline of 3,535 miles, occupies an important place in the maritime world. Lying between the Atlantic and the Pacific, India is well placed in the traffic lanes of international commerce connecting the countries of the Western and Eastern Hemispheres. There are about 232 Ports in India, of which six are major Ports, 18 intermediary Ports, 132 minor Ports and 76 sub-ports. Eventhough India has had trade relations with East and West from times immemorial, international trade in the present sense has developed both in quantity and number of items traded, only after the invention of the steam engine, the opening of the Suez Canal and the development of Singapur. In view of the present stress on rapid economic development and consequent increase in exports to and imports from both Western and Eastern countries, India's maritime trade is bound to increase in the decades to come, in a manner unprecedented hitherto.

Andhra Pradesh on the East Coast, is one of the eight maritime states in India with nearly 600 miles of coast line of the country. Occupying a central position on the east coast, her exports are of both developmental and stratigic value for the nation. Visakhapatnam Port, the major Port of Andhra Pradesh is roughly midway between Calcutta and Madras. The Port ranks next only to Bombay, Calcutta and Madras on the basis of the quantum of cargo handled. The history of the Visakhapatnam Port dates back to 1858, when a survey party reported that a Port between Calcutta and Madras was necessary for the development of the Country. Nothing was done for a couple of decades and it was only in 1877 that the first detailed report "Vizagapatam the Port of the Central Provinces" was published.

It was just after the First World War, that the Bengal Nagapur Railway appointed Col. Cart Wright Reid of the British Admiralty to advise them about the construction of an inner harbour. His proposals were implemented in 1927 and the Port was declared open on the 7th October, 1933 for ocean going vessels. It is gratifying to note that the Passenger vessel “S. S. Jaladurga” of Scindia Steam Navigation Company, a national undertaking, was the first commercial ship to enter the harbour.

(b) *Facilities and Services*

The Visakhapatnam Port is a well protected deep sea Port, with a projecting hill into the sea known as “Dolphins Nose” and a low tidal range varying from four to six feet; formed by a turning basin and three arms. At present ships drawing up to 31’ and a length of 560’ can enter the harbour at all times of the year. With the completion of the scheme of widening as well as deepening the Port channel by the end of 1963, ships up to 33’ draft and 623’ length can make use of the Port.

The provision of an adequate number of berths for the incoming and outgoing traffic is of the utmost importance. The Port has a 2,300’ long quay wall with four berths. Two of the berths are reserved for the export of mineral ores and the other two are meant for general cargo. There are also three jetty berths for bunkering of coal and oil, two oil refinery berths, and six mooring berths for use by vessels when the other berths are occupied. Thus, the Port, which started functioning with an accommodation for seven ships at a time has now been developed to such an extent that it can provide berthing facilities for 15 ships at a time. This capacity is going to be expanded to 19 in a very short time. The quay berths are equipped with sufficient number of cranes. The storage accommodation is another important facility provided by the Port. There are four transit sheds opposite to the quay berths with a total surface area of 1,68,000 sq. feet and with a capacity to accommodate 25,000 tons of cargo. In addition there are godowns on the southern lighters canal and a large open space for storing

mineral ores etc. Oil tanks are also situated in the area of jetty berths for storing oil.

Besides these, the Port provides innumerable other services such as water supply, bunkering, dry docking, railways, tugs, lighters and barges, fire fighting units, lighthouses and light beacons, telecommunications etc.

### *(c) Hinterland of the Port*

The Port serves a vast hinterland comprising Andhra Pradesh, Madhya Pradesh and Orissa. While the first state is rich in agricultural produce, the latter two have abundant quantities of mineral ores. These states are also being industrially developed. In addition to the Shipyard and the Oil Refinery located in the Port area, there are several jute mills, sugar mills, paper mills, ferromanganese, chemical fertiliser factories, huge steel factories in the hinterland. The Port is well connected with these states by rail, road and airways. Besides the Madras – Waltair – Calcutta coastal railway line which serves the Northern and Southern areas, there is a North-Western Railway line to Raipur connecting the Calcutta-Bombay Railway line. This has afforded facilities for export of manganese ore and other products from the interior. It also connects the Bhilai Steel Project and other industries. New railway lines from Titlagarh to Sambalpur and Kothavalasa to Bhailadilla in Dandakaranya under the D.B.K. Project are being laid which will enable export of large quantities of iron ore from Kiruburu and Bhailadilla mines through this Port besides opening up of large areas of virgin country. The Port is well connected with the National Highways and other arterial roads. The Port is also linked by air line with Hyderabad and from there with principal cities of the country.

### *(d) Trade and its Pattern*

Prior to 1933, the Port handled mainly export trade, and imports were almost negligible. With its development into a

major Port, the number of ships calling as well as the traffic handled rapidly increased. The chief items of imports now are foodgrains, crude oil, machinery, fertilisers etc., while the exports include myrobalans, tobacco, iron ore, pig iron, steel ingot, ferromanganese, manganese ore, molasses, petroleum products and recently sugar. The Port traffic increased from 0.28 million tons in 1934–35 i.e., immediately after the Port was opened to over 2.8 million tons in 1961–62. The number of ships which visited the Port increased from 300 to 628 during the same period.

The tonnage of cargo handled yearwise starting from the year 1946–47 to 1961–62 is given in Table 1.1. By 1950–51 i.e., just before the commencement of the First Five-Year Plan, the trade increased by more than 3 lakh tons when compared to 1946–47. Within a year, after the commencement of the first plan i.e., the trade handled by the Port has increased again by nearly 3 lakh tons. In other words, the trade nearly doubled in the year 1951–52 compared to the trade during 1946–47. By the end of the first plan, the Port handled nearly one lakh tons more. Again, during the first year of the second plan the trade increased by more than one lakh tons. There was a tremendous growth in the traffic handled by the Port in the year 1957–58 with the tonnage of about 25 lakhs compared to about 15 lakhs of 1956–57. By the end of the second plan period the trade further increased by more than 3 lakh tons compared to that of 1957–58.

No breakdown of the tonnage in terms of foreign and coastal trade was given in the administration reports of the Visakhapatnam Port. But information as to the number and tonnage of the foreign and coastal vessels calling at the Port was available. As is evident from Table 1.2, 277 were coastal vessels out of a total of 620 vessels that entered the Port during the year 1961–62. Further the number of coastal vessels using the Port every year had increased from 91 in the year 1955–56 to 277 in the year 1961–62. The net registered tonnage of coastal vessels calling at this Port had increased from about 2.07 lakhs to about 7.90 lakhs during this period. Further while the number and net registered tonnage of foreign going vessels had decreased from 478 and 21.55 lakhs respectively in 1960–61 to 382 and

17.71 lakhs respectively in 1961-62, the number as well as net registered tonnage of the coastal vessels had increased from 144 and 4.73 lakhs in 1960-61 to 277 and 7.90 lakhs respectively in 1961-62 (see Table 1.2). Thus we have reason to believe that the coastal trade is becoming more and more important.

There were other interesting features of the trade at this Port. One of them was the remarkable variation between exports and imports. Table 1.1 shows that except during the year 1958-59 the exports almost dominated the total tonnage handled by the Port during the whole period beginning from 1946-47 to 1961-62. This was in contrast to other Ports like Bombay and Madras where imports always exceeded exports. Up to 1956-57 the exports usually were more than three times the imports in every year. In 1957-58, the imports increased by nearly 6.5 lakh tons and from that year onwards this increase had not only been maintained but there was also a steady rise. Thus the import trade came closer to export trade to such an extent that the difference between the two in the last two years was only 75 thousand tons and 59 thousand tons respectively.

This pattern of trade has a bearing not only on the working of the Port and its impact on national economy but also on the number of Port and Dock workers required for cargo handling operations and the extent to which decasualization is possible. From the view point of the national economy the value of exports was more than imports and hence there was a favourable balance trade. While imports create payment obligations not only for the price of goods but also for services such as shipping, insurance etc. the exports bring in foreign exchange which is very much needed in the present times. Apart from this impact on national economy, this pattern of trade has also its effect on the strength of employees required in the Port. Generally, the exports compared with imports required handling for more time, greater shed accommodation, longer occupation of berths and consequently more employees. This was also supported by the observations of the Ports Efficiency Committee in the United Kingdom.

Another noticeable feature of the trade of Visakhapatnam Port was its composition. On the side of exports, Ores and Petroleum products constituted more than 85 per cent of the



total exports during the last five years. On the side of imports, food grains and crude oil and other petroleum products constituted more than 90 per cent during the last four years. Further, while Calcutta, Bombay, Madras and Visakhapatnam Ports export mineral ores, it is Visakhapatnam Port which handles a tonnage more than the combined total of Bombay and Madras. Again the Visakhapatnam Port has an important role next only to Bombay in imports and exports of crude oil and petroleum products respectively in the country.

(e) *Productive Efficiency and Capacity*

The productive efficiency of a Port is to some extent indicated by the turn-round of shipping i.e., the speed with which the ships are cleared (either loaded or unloaded). There has been considerable difference of opinion in regard to the slow turn-round of shipping. While the ship owners and other employers generally attribute the detention of ships to the low output of labour, the representatives of labour point out the poor working conditions and various other difficulties in the Ports.

The figures relating to the number of ships that had to wait for berths during the period under study were not available. But the average number of days of detention of ships in the third week of July, 1957 was the highest in Visakhapatnam Port with 7.1 days as compared to other major Ports. Sri P.C. Chaudhuri observed that at Visakhapatnam also a number of ships had had to wait at the roads. The position since his enquiry (1957) was said to have greatly improved.

A study was also made about the unutilised capacity of berths in the Port. Table 1.3 shows the berths and the number of days occupied and also unutilised. The number of days for which each berth is put out of commission can be ascertained by adding the days occupied and the days unutilised in a year and deducting it from the total number of days in a year. With the increase of berthing facilities especially from the year 1956 onwards the unutilised capacity had also been increasing from 686 berth days in 1956-57 to 2462 berth days in 1961-62. The maximum unutilised capacity was found in the year 1959-60

with 3471 days. This decrease of occupied days and increase of unutilised days might have been caused to some extent by the speedy clearance of ships. It may be remembered here that the number of ships visiting the Port had increased from 528 in 1956-57 to 620 in 1961-62 and trade handled by the Port has almost doubled between this period with 14.90 lakh tons in 1956-57 to 28.08 Takh tons in 1961-62. The important fact emerging from this study is that the Port has a further unutilised mooring-berths' capacity to accommodate the ships.

(f) *Economic position*

Receipts and expenditure of the Port from the year 1951-52 to 1961-62 are given in Table 1.4 which shows that in no year there had been deficit in Port Fund Account. Even in Pilotage Fund Account, it was only in 1956-57 and 1959-60 that the expenditure exceeded the receipts thereby causing deficit. Except in the years 1954-55 and 1958-59 the receipts as well as expenditure had been progressively increasing through the period. The receipts increased from Rs. 70.67 lakhs in 1951-52 to Rs. 192.89 lakhs in 1960-61. The expenditure had increased during the same period from Rs. 58.80 lakhs to Rs. 159.36 lakhs. Thus surplus in this Port Fund Account rose from about Rs. 11.87 lakhs to Rs. 33.53 lakhs during the same period. For the year 1961-62, the receipts decreased to Rs. 169.97 lakhs and this was mainly caused by a considerable fall in imports of wheat and manufactures of iron and steel, large decrease in the export traffic in respect of iron and steel, pig iron, manganese ore, tobacco, less terminal traffic and due to decrease in special receipts resulting from the loaning of S.D. Visakha to Kandla Port in 1960-61. On the expenditure side the increase from Rs. 159.37 lakhs in 1960-61 to Rs. 167.04 lakhs in 1961-62 was accounted by increase in payment of arrears due to revision of scales as recommended by the Jeejeebhoy Committee, and implementation of second Central Pay Commission scales during 1961-62, payment of interest on capital expenditure prior to 1946 as per Government Orders. Thus reduction in receipts and increase in expenditure resulted in a large decrease

in surplus from Rs. 33.53 lakhs in 1960–61 to Rs. 2.92 lakhs in 1961–62. The surplus in pilotage fund in 1961–62 also decreased as compared to that of the previous year. On the whole, during the First Five-Year Plan (1951–56) the average annual surplus came to about Rs. 11.46 lakhs. During the Second Five-Year Plan this surplus had increased three-fold, to Rs. 34.11 lakhs.

The figures on capital outlay given in the Administration Reports of the Port indicate that a very significant expansion of the Port has taken place especially from the beginning of the Second Five-Year Plan. The capital outlay which stood at Rs. 538.14 lakhs by the end of 1955–56 had increased to Rs. 879.33 lakhs by the end of 1961–62.

#### (g) *Administrative Set-Up*

During the stage of construction, the Visakhapatnam Port was administered by the Bengal-Nagpur Railway Company Ltd., through its chief engineer stationed at Visakhapatnam. As soon as it was opened for traffic, in 1933, it was taken over by the Commerce Department of the Government of India with an Administrative Officer at Calcutta and Engineer and Traffic Manager at Visakhapatnam. It was in the year 1937, that the Communications Department of the Government of India assumed the charge of this Port but the other administrative set-up remained the same. During the years of the Second World War the Port played an important role, when the War Transport Department of the Government of India took over the administration of the Port with an Administrative Officer at Calcutta and Deputy Administrative Officer at Visakhapatnam. It was only from August, 1943, that an independent Administrative Officer had been appointed and the Bengal-Nagpur Railway severed all its connections with the Port. Between 1st April, 1944 and 31st March, 1946 the organisational set-up had been bifurcated for military and civil operations. A Commandant Officer for the military personnel and operations, a Resident Engineer and Administrator for the civil administration of the Port were appointed. Later, with the cessation of hostilities, the administrative control of the Port



was taken over by the Ministry of Railways in 1946. The Port came under the control of the Ministry of Transport and Communications of the Government of India in 1956. The Port Administrative Officer who is also the conservator of the Port is in immediate charge of the Port.

In the absence of a Port trust, there were two committees to advise the administration, “the Vizagapatam Port Local Advisory Committee” and “the Port working Committee”. The Port Administrative Officer is appointed as the Chairman of both the Committees. The Port Local Advisory Committee consisting of representatives of shipping; importing and exporting; ship building, oil interests, Navy, the Andhra Pradesh State Government and the Visakhapatnam Municipality, looks into the general policy matters, amendments of Port Rules etc. The Committee meets once in a quarter. The Port Working Committee consisting of representatives of South Eastern Railway, Ministry of Food and Agriculture, State Trading Corporation, Central Excise and Customs, Andhra Chamber of Commerce, Shipping interests etc., deals with the day to day matters relating to the traffic etc., and meets once a fortnight. In addition to these two, there is also a Security Committee with the Traffic Manager as the Chairman and consists of all the concerned interests as members. The object of this committee is to consider measures for the safety of cargo, property and persons in the Port.

The organisation of the Port has been divided into seven departments viz., Administration, Marine, Traffic, Mechanical, Accounts, Engineering and Stores. The Port Administrative Officer is assisted in his duties by these seven departmental heads. The departmental heads are responsible to the Administrative Officer for the efficient working of their respective departments. The department of Administration which includes security and intelligence, medical and health, is under the Secretary of the Port, who in turn reports to the Port Administrative Officer. Marine, Traffic, Mechanical and Engineering departments have been further divided into various sections. Each department head, depending upon the activities and the work-load, was provided with a number of assistants. The Port had only Labour Welfare Inspectors, in the initial stages

and a Labour Officer was appointed in March, 1957 with a separate organisation under his charge. Later the number of Labour Officers was increased to two. Redressal of grievances of employees, organisation and inspection of welfare measures, implementation of labour laws and participation in various committees which are concerned with employees' interest are the main duties of Labour Officers. The Labour Officers are assisted in their duties by two Labour Welfare Inspectors.

The departmental heads are the appointing as well as the disciplinary authorities in respect of Class IV employees ; whereas, the Administrative Officer is the appellate authority. On the other hand, in respect of Class III employees, the Administrative Officer is the appointing and disciplinary authority and the Secretary, Ministry of Transport and Communications is the appellate authority.

Commercial and trade interests at Visakhapatnam had been agitating for sometime for the creation of a Port Trust. The Port Administrative Officer was appointed by the Central Government and he was vested with powers similar to those of a Head of a Department. These powers were limited in nature and the Port Administrative Officer had therefore to obtain the orders of the Central Government on many matters which would normally be disposed of at the local level in the Port Trusts. The commercial and trade interests were demanding that they should have a direct voice in the administration of the Port. If the Visakhapatnam Port Trust comes into being, it would be an autonomous statutory body consisting of a chairman appointed by the Central Government ; elected representatives of commercial, shipping and trade interests ; representatives of Central Government departments concerned with the working of the Port i.e., customs, defence and railways ; representatives of the State Government and the local municipality ; and the representatives of labour employed in the Port. The Port Trust administers the Port, subject to the control of the Central Government only in certain specified matters like creating and filling certain senior posts, acquisition and/or sale of immovable property, fixation of rates and charges, floating loans, annual budgets etc. The Board of trustees may, from time to time, constitute from amongst the trustees one or more

committees, for the purpose of discharging such of its functions as may be delegated by the Board.

In the circumstances, and also in view of the fact that statutory Port Trusts have been successfully administering the three older Ports of Calcutta, Bombay and Madras for many years, the Government of India had decided to constitute Port Trusts at Visakhapatnam, Cochin and Kandla and a bill to that effect had already been prepared and placed before the Parliament in the year 1962. The bill was referred to the Select Committee which has already elicited the opinions and suggestions of the concerned interests. It could be expected that it would come into effect very soon.

#### (h) *Employment Position*

Visakhapatnam Port provides employment for about 2,700 regular workers and 880 regular staff. In addition there are about 570 casual workers employed by the Port authorities to work in various departments.

The one important event in the history of the Port was the implementation of the Visakhapatnam Dock Workers (Regulation of employment) Scheme since 15th June, 1961. About 900 workers belonging to various categories were registered in the Reserve pool. The scheme is administered by the Visakhapatnam Dock Labour Board which consists of representatives of Government, employers and workers. The Port Administrative Officer is the Chairman of the Board. Apart from regular employment, the workers derive many other benefits such as minimum guaranteed wage, incentive bonus, leave facilities, gratuity etc. The various aspects relating to these Stevedore labour are dealt with in Chapter IX.

Another interesting recent development was the departmentalisation of Skip-loading labour of about 1,280. Thus the employment of about 50 per cent of total Shore labour was taken over by the Port authorities from contractors, a measure which had been recommended by the Royal Commission on labour as

early as 1931. Chapter X deals with Shore labour with special reference to Skip-loading and Bag cargo labour.

(i) *Future*

A major scheme for the development of the Port envisaging the construction of four additional quay berths (two for iron ore and two for general cargo) at a cost of Rs. 5 crores, was expected to be completed shortly. As per this scheme the iron ore berths would be equipped with mechanical handling equipment with a capacity of loading 2,000 tons per hour to meet the new iron ore exports traffic to Japan which was scheduled to commence from 1st January, 1964 in accordance with the agreement reached by the Government of India with the Japanese steel industry. To start with, the annual traffic would be two million tons which will increase to six million tons two years thereafter. The Port would also have more number of electric quay cranes and mobile equipments like tractors, trailers, forklifts etc., in a short time. Preliminary investigation was being made either for further improvement of the present channel or cutting of a second channel to enable large size vessels of 50,000 tons calling at the Port.

The Port has a large estate of 10,000 acres and it has leased out some acreage giving preference to various interests which provide traffic to the Port. Two of such lessees are the Hindustan Shipyard Ltd. and the Caltex Oil Refinery Ltd.

The establishment of the proposed Fertiliser Factory, Polymer Factory and Pig Iron Plant at Visakhapatnam, Fertiliser Factory in Kothagudem and other industries in the hinterland will definitely enhance its importance. Blessed with favourable natural environments and with the increasing industrialisation of its hinterland, the Visakhapatnam Port has excellent opportunities and scope for further expansion and development. With an anticipated annual tonnage of 10 millions from 1970 onwards, the Visakhapatnam Port will be playing an important role in the economy of India along with the other three older major Ports.

TABLE 1.1 IMPORTS AND EXPORTSWISE TONNAGE OF  
CARGO HANDLED AT VISAKHAPATNAM PORT DURING  
THE PERIOD FROM 1946-47 TO 1961-62  
(in Tons)

<i>Year</i>	<i>Imports</i>	<i>Exports</i>	<i>Total</i>
1946-47	99,909	5,38,675	6,38,584
1947-48	1,70,447	5,45,994	7,16,441
1948-49	1,40,463	5,46,859	6,87,322
1949-50	1,70,889	7,68,552	9,39,441
1950-51	67,334	8,78,469	9,45,803
1951-52	2,90,085	9,36,627	12,26,712
1952-53	1,52,554	10,47,741	12,00,295
1953-54	1,85,824	12,05,015	13,90,839
1954-55	2,39,510	7,95,725	10,35,235
1955-56	2,28,406	10,94,648	13,23,054
1956-57	4,94,121	9,95,683	14,89,804
1957-58	11,45,894	13,46,884	24,92,778
1958-59	13,32,772	11,71,402	25,04,174
1959-60	12,05,271	12,41,968	24,47,239
1960-61	13,64,066	14,39,928	28,03,994
1961-62	13,74,504	14,33,907	28,08,411

TABLE 1.2 NUMBER OF SHIPS ENTERED THE PORT

Year	Foreign-going Vessels		Coastal Vessels		I. N. Vessels		Total	
	No.	N. R. T.	No.	N. R. T.	No.	N. R. T.	No.	N. R. T.
1955-56	401*	16,14,551	91**	2,07,268	42	17,098	534	18,38,917
1956-57	423	17,05,154	74	1,84,181	31	27,303	528	19,16,638
1957-58	439	17,93,038	82	2,53,490	45	N. A.	566	—
1958-59	435	19,59,623	76	2,41,752	21†	43,579	532	22,44,954
1959-60	479	21,32,279	83	2,46,479	11†	27,021	573	24,05,779
1960-61	478	21,55,009	144	4,73,304	6‡	10,153	628	26,38,466
1961-62	382	17,71,492	277	7,90,181	11‡	14,153	620	25,75,826

\* Includes 4 Vessels, N. R. T. 16,563 anchored in roads and sailed from roads.

\*\* Includes 1 Vessel, N. R. T. 4,881 anchored in roads and sailed from roads.

† I. N. Vessels, that entered Port with pilot and tugs only are shown in this statement.

N. R. T. Net Registered Tonnage. Source: Administration Reports 1955-56 to 1962-63.

TABLE 1.3 - OCCUPATION OF BERTHS  
(in number of days)

Berth	1956-57		1957-58		1958-59		1959-60		1960-61		1961-62	
	Occu- pied	Unuti- lised	Occu- pied	Unuti- lised	Occu- pied	Unuti- lised	Occu- pied	Unuti- lised	Occu- pied	Unuti- lised	Occu- pied	Unuti- lised
Q.1	364	1	363	2	297	68	263	102	326	39	291	74
Q.2	365	nil	365	nil	324	41	289	76	341	24	312	53
Q.3	360	5	364	1	325	40	250	115	325	40	286	79
Q.4	353	12	365	nil	268	97	204	161	332	33	295	70
M.1	312	53	303	41	141	50	168	197	221	142	214	119
M.2	288	77	243	38	62	212	16	343	178	179	114	221
M.3	255	58	329	26	127	238	85	280	174	191	129	199
M.4	151	152	337	28	131	232	14	108	—	—	—	—
M.5	—	—	—	—	17	202	17	110	—	—	—	—
Temp.-M. 3	101	66	—	—	—	—	—	—	—	—	—	—
N.W.1	137	22	274	51	39	244	4	352	34	254	87	269
N.W.2	46	8	556	64	50	211	4	348	20	282	62	300
N.W.3	—	—	528	76	13	270	24	341	43	239	41	322
O.R.1	11	54	168	97	191	174	199	166	183	182	200	169
O.R.2	—	—	53	159	120	245	145	220	146	219	177	188
J.1	297	68	283	82	157	208	132	233	198	167	203	162
J.2	316	49	327	37	211	154	203	162	251	114	255	110
J.3	304	61	301	61	193	172	208	157	233	132	238	127
Total	3,660	686	4,559	763	2,666	2,858	2,255	3,471	3,005	2,237	2,904	2,462

1. The days unutilised have been calculated after deducting days that are out of commission.
2. Temp. M.3 was opened from 1–6–1956 and put out of commission for 60 days and re-numbered as M.3 with effect from 14–11–1956.
3. M.5 Mooring (a berth for small vessels under 300' in length) was opened at the end of 1956–57 and was occupied for 109 days during the year 1957–58.
4. N.W.3 Mooring opened from 1–6–1957 (a berth for small vessels under 446' in length).
5. O.R.1 was opened from 25–1–1957.
6. O.R.2 was opened from 31–8–1957.
7. N.W.2 Mooring was opened from 30–8–1956.
8. M.4 and M.5 Moorings were out of commission for capital dredging during 1960–61 and 1961–62.



TABLE 1.4

STATEMENT OF RECEIPTS, EXPENDITURE AND SURPLUS/DEFICIT  
DURING THE PERIOD 1951-52 TO 1961-62

<i>Year</i>	<i>Receipts</i>	<i>Expenditure</i>	<i>Surplus</i>	<i>Deficit</i>
Port Fund :	Rs.	Rs.	Rs.	Rs.
1951-52	70,67,316	58,80,519	11,86,797	—
1952-53	74,05,733	62,27,474	11,78,259	—
1953-54	78,31,915	65,56,564	12,75,351	—
1954-55	63,91,323	62,62,771	1,28,552	—
1955-56	81,81,457	65,84,557	15,96,900	—
1956-57	96,54,650	79,28,978	17,25,672	—
1957-58	143,82,419	93,50,909	50,31,510	—
1958-59	137,34,505	108,71,460	58,63,045	—
1959-60	158,31,885	118,40,794	39,91,091	—
1960-61	192,89,050	159,36,513	33,52,537	—
1961-62	169,96,589	167,04,119	2,92,470	—

## Pilotage Fund :

1951-52	1,92,090	1,01,641	90,449	—
1952-53	1,92,289	96,053	96,236	—
1953-54	1,81,936	94,983	96,953	—
1954-55	1,53,477	1,05,236	48,241	—
1955-56	1,65,995	1,22,799	43,196	—
1956-57	1,78,394	1,87,579	—	9,185
1957-58	2,09,525	1,57,668	51,857	—
1958-59	2,24,698	1,56,757	67,941	—
1959-60	2,31,039	3,25,738	—	94,699
1960-61	2,57,853	1,84,497	73,356	—
1961-62	2,54,372	1,99,617	54,755	—

## CHAPTER II

### PORT EMPLOYEES GROWTH AND CHARACTERISTICS

Efficient management of employees is one of the most important factors that decide the success of an organization. The human factor assumes greater significance in a Port where the operations demand the adoption of varying combinations of men and machinery depending upon the nature and the quantum besides the quickness with which the cargo has to be handled. Either standardization or adoption of the same methods repetitively sometimes become unsuitable to the operations in a Port which necessitate the deployment of workers on the basis of the requirements of the everchanging situation. Much is therefore expected from the employees and their efficient management becomes all the more important for the successful running of the Port. Since the efficiency of workers and their attitudes to work are considerably influenced by such factors as social and economic background, literacy and training, it is necessary to have an understanding of these important aspects.

#### (a) *Growth*

The total work force in Visakhapatnam Port has been steadily increasing ever since it was opened in 1933. The impact of industrialisation, the phenomenal rise in the traffic handled by the Port, and the Government's policy of developing Ports, increased the employment there considerably.

Growth of the employees under various categories for the period 1957-62, and also the percentage growth are given in

Tables 2.1 and 2.2, respectively<sup>1</sup>. In 1957 the Port had a strength of 2,667 regular employees and this rose to 3,455 in 1962, an increase of about 29%. This has been the result of an increase of about 38% in skilled, 23% in semiskilled, 17% in unskilled categories and about 63% in staff. The strength of apprentices did not vary much whereas the casual labour recorded a slight decline.

During the period, the three categories of workers together registered a growth of 22.75 per cent, with the Mechanical department sharing 40 per cent, Marine department 27 per cent, Administration department 18 per cent, Traffic department 8 per cent and the rest of 7 per cent by other departments.

Table 2.3 also shows the growth of workers in the individual departments. It is observed that the Administration department expanded with an increase of 75 per cent in strength. Marine, Mechanical and Traffic departments increased their workers' strength by 28 per cent, 25 per cent and 18 per cent, respectively. The growth in the Administration department was due to heavy recruitment of unskilled workers while in the Marine department it was due to the increase in semiskilled workers on its rolls. The Mechanical department developed by the increase of both skilled and semiskilled categories. It is unskilled and skilled categories which caused the rise of employment position of the Traffic department.

Taking the departments individually, it was the Engineering department which more than doubled its staff strength with 137 per cent growth during the period (see Table 2.4). It is to be noted here, that the Engineering department with its largest share in the growth of staff had negligible growth in its workers' strength. In contrast to the Engineering department which had its growth mostly in staff, the Mechanical department had its growth mostly in the workers' group.

As a result of these varying growths in different categories, during this period, the composition of workers had undergone a change. Table 2.5 shows that percentage of skilled workers

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<sup>1</sup>In the absence of readily available data the average employment position had to be worked out from the monthly returns submitted by the various departments to the Labour Office.

in the total had increased from about 21 in 1957 to about 24 in 1962. The semiskilled category when compared to skilled category, did not register any significant increase as employment in this category had risen to 21.71 in 1962 from 21.59 in 1957. The unskilled category had decreased from about 57 per cent in 1957 to about 51 in 1962. The shift in the composition from unskilled category to skilled category is perhaps due to increased mechanisation resulting in a growing demand for skilled workers. This is further substantiated by the fact that the tonnage handled nearly doubled between 1956 and 1962.

The overall percentage of workers in the total employees decreased from about 84 in 1957 to about 80 in 1962. This was due to large increase of staff (63 per cent) resulting in the increase of composition of staff in total employees from about 16 in 1957 to about 20 in 1962. As a result of this, the number of staff per 100 workers had increased from 19.22 to 25.45 over this period (see Table 2.5).

#### (b) *Social Background*

Although it is exceedingly difficult to examine the effect of social and cultural factors on productivity in isolation from economic, educational, physical, psychological and physiological factors, an attempt is made here to analyse their impact on workers.

*Immigrants*: An analysis of the employees revealed that 21% among workers and 32% among staff were immigrants<sup>1</sup>. Most of the skilled, semiskilled, G1 and G2 immigrants belonged to Srikakulam District. Unskilled immigrant workers and G3 immigrant staff belonged to Visakhapatnam District itself. (see Table 2.6). Thus the number of immigrant employees coming from outside Andhra Pradesh was insignificant. This was in contrast to the experience of other industrial organizations in the city where a considerable number migrated from

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<sup>1</sup>An immigrant is one who migrated for employment to Visakhapatnam or its suburbs.

outside the State<sup>1</sup>. This predominance of natives is largely the result of the policy of the Port Administration to give preference to natives in the matter of employment. Further it is observed that more than 90 per cent in all the categories/groups were Telugu speaking employees. The balance is largely made up of Urdu speaking workers who also happened to be the natives of State.

*Caste*: Some of the research studies have revealed that “the caste system still plays a role in industrial centres like Calcutta and Bombay in determining workers’ choice of occupation”<sup>2</sup>. In order to find out whether caste had any bearing on the workers’ selection of occupation in Visakhapatnam Port, information was also collected on this aspect. Table 2.7 shows that the work-force in Visakhapatnam Port was not homogeneous, but was composed of people belonging to different religions and castes. It was observed that the presence of all communities in the various categories of employment and their magnitude merely reflects the composition of the local population in and around Visakhapatnam area.

The representation of Kapu, Reddy, and Gavara, whose main profession is agriculture, in various trades indicates that there did not exist any particular preference for employment, as was observed in the case of Jalaris and Vodabalija (sea-faring communities) who preferred employment on jobs that necessitated their going on seawaters.

### (c) *Age Composition*

Age composition is one of the most important factors which must be enquired into, since it has a closer relation

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<sup>1</sup>In the Hindustan Shipyard for example the immigrants formed 56% in workers, 70% in supervisors and 55% in general staff. K. V. Sivayya, *Industrial Relations in Shipbuilding Industry*, Andhra University Press, Waltair, 1967, pp. 20-21.

<sup>2</sup>“Social and cultural factors affecting productivity of Industrial workers in India” – UNESCO Research Centre on Social and Economic development in Southern Asia; 1960 : p. 46.

with the efficiency of labour and labour turnover. The study has revealed that the model age-groups of skilled, semiskilled and unskilled categories were 41-45, 31-35 and 21-25, respectively (Table 2.8). The overall model age-group among workers was 21-25 years. Among staff, 51-55, 36-40 and 21-25 were model age-groups for G1, G2, and G3, respectively. The overall model age-group among staff was also, 21-25. Thus, the model age-group was advancing as we go from unskilled to skilled among workers and from G3 to G1 among staff. This is perhaps due to the fact that there was no direct recruitment to higher categories (skilled, semiskilled and G1) and consequently a large number of employees in these higher categories reached their present status only by promotion. As seen from the above table, a substantial percentage (50 per cent) of supervisory group (G1) reached the age of over 50 years. But a large proportion of employees in all the other categories/groups was just below 40 years with a potential future for them as well as to the organisation.

#### (d) *Literacy*

Table 2.9 reveals that only 20.74 per cent among workers and 3.33 per cent among staff were illiterates. Semiskilled category among workers was having highest percentage (34.29 per cent) of illiterates. In staff, only among G3, illiterates were to be found to the extent of 10 per cent. The literacy standards are also given in the same Table. It was found that almost all workers were having only general education and no technical education. This shows that all these workers acquired their technical skills through on the job training. Largest percentage among skilled (42.86 per cent) and among unskilled (44.62 per cent) were of pre-matric standard. It was observed that literacy standard was lower in semiskilled category than in other categories of workers. Only a few people (8.57 per cent of skilled and 1.54 per cent of unskilled) were matriculates. About 35 per cent of G1 and 30 per cent of G2 were technically qualified. Further, 25 per cent of G1 and 55 per cent of G2 had educational qualifications ranging from

matriculation to graduation. Spread of literacy in relation to age-groups among workers is shown in Table 2.10 which shows that the illiteracy was spread among all the age-groups with some concentration in 41–45 age-group. The lower age-groups received better formal education compared to older age-groups.

(e) *Marital Status*

Marital status of workers is also enquired into. Only 2.85 per cent of skilled, 14.29 per cent of semiskilled and 15.39 per cent of unskilled were unmarried workers. A slightly higher percentage of unmarried workers among semiskilled and unskilled categories is due to the fact that relatively a large number of people fall below 25 years of age (see Table 2.11).

(f) *Parents' Occupation*

In order to find out whether there is any relationship between the occupation of the father of the employee and skills of the selected employee, information has been tabulated. It is observed that over 43 per cent of workers' fathers were engaged in either cultivation, business and independent profession or fishing. The rest are/were employed 17 per cent in skilled jobs, 3 per cent in semiskilled jobs, 6 per cent in unskilled jobs and 31 per cent in ministerial jobs. Again with regard to the fathers of semiskilled workers, only 31 per cent were engaged in cultivation or independent professions; the rest are/were employed, 17 per cent in skilled jobs, 20 per cent in semiskilled jobs, 20 per cent in unskilled jobs and 12 per cent in ministerial jobs. 32 per cent of fathers of unskilled workers had either cultivation or independent profession. The rest have had employment in various skills — 18 per cent in skilled, 3 per cent in semiskilled, 28 per cent in unskilled and 18 per cent in ministerial jobs such as clerks, peons etc. In the case of semiskilled about 43 per cent have had their fathers working in the Port. Next, the unskilled ranked with about

23 per cent. In the case of skilled, only about 9 per cent have had their fathers in the employ of the Port. On the whole about 25 per cent of the selected regular workers have had their fathers employed by the Port.

With regard to staff, information was available only in respect of fathers living at the time of enquiry. It is observed that this relationship was more predominant as 100 per cent of the fathers of G1, 66.66 per cent of G2 and 20 per cent of G3 held ministerial jobs (staff). Further, 16.66 per cent of G2 and 20 per cent of G3 had fathers who worked in the Port.

(g) *Size and Composition of Household*

In order to have an idea of social and economic characteristics of workers, information on household size and composition was also analysed. The size of household of skilled category was much higher (7.22) than that of semiskilled (6.31) and unskilled (6.32) workers. Further, the average number of children in a skilled household was larger (3.17) than that of semiskilled (2.72) and unskilled (2.38) households. The household size of natives was slightly bigger than that of immigrants in all the categories. The overall size of native household was 6.80 and that of the immigrants 5.60.



TABLE 2.1 AVERAGE NUMBER OF EMPLOYEES

Year	Skilled	Semi-skilled	Un-skilled	Total workers	Staff	Total Regular Employees	Casual Labour	Apprentices
1957	480	483	1,274	2,237	430	2,667	N.A.	N.A.
1958	539	578	1,331	2,448	598	3,046	465	30
1959	554	595	1,377	2,526	634	3,160	452	32
1960	642	635	1,375	2,652	711	3,363	419	36
1961	626	620	1,411	2,657	709	3,366	372	31
1962	663	596	1,487	2,746	699	3,455	414	30

N. A. : Not available.

Figures for 1962 relate to the first half of that year.

TABLE 2.2 PERCENTAGE GROWTH OF EMPLOYEES

Year	Skilled	Semi-skilled	Un-skilled	Total Workers	Staff	Total Regular Employees	Casual Labour
1957	100.00	100.00	100.00	100.00	100.00	100.00	N.A.
1958	112.29	119.67	104.47	109.43	139.07	114.21	100.00
1959	115.41	123.18	108.08	112.92	147.44	118.86	97.20
1960	133.75	131.47	107.92	118.55	165.35	126.24	90.11
1961	123.32	128.36	110.75	118.77	164.88	126.21	80.00
1962	138.12	123.39	116.72	122.75	162.56	129.17	89.03

N. A. : Not available.

Figures for 1962 relate to the first half of that year.

TABLE 2.3 AVERAGE DAILY EMPLOYMENT OF REGULAR WORKERS ACCORDING TO DEPARTMENTS AND CATEGORIES 1957-62

Department	1957			1958			1959					
	Sk	Ssk	Usk	Total	Sk	Ssk	Usk	Total	Sk	Ssk	Usk	Total
Mechanical	347	278	196	821	391	323	292	1,006	404	334	274	1,012
Marine	74	70	416	560	76	113	412	601	79	122	435	636
Engineering	47	28	347	422	51	28	303	382	51	28	303	382
Traffic	8	101	158	267	15	104	145	264	15	104	159	278
Stores	2	1	30	33	2	1	32	35	2	1	33	36
Accounts	—	—	—	—	—	—	—	—	—	—	—	—
Administration	2	5	127	134	4	9	147	160	3	6	173	182
Total	480	483	1,274	2,237	539	578	1,331	2,448	554	595	1,377	2,526

TABLE 2.3 AVERAGE DAILY EMPLOYMENT OF REGULAR WORKERS ACCORDING TO DEPARTMENTS AND CATEGORIES 1957 - 62

Department	1960			1961			1962					
	Sk	Ssk	Usk	Total	Sk	Ssk	Usk	Total	Sk	Ssk	Usk	Total
Mechanical	480	350	208	1,038	461	345	203	1,008	471	337	216	1,024
Marine	95	148	472	714	96	141	468	705	103	125	485	713
Engineering	51	28	299	378	51	28	327	406	71	28	326	425
Traffic	15	103	172	291	15	101	178	295	15	100	203	318
Stores	1	—	31	32	2	—	30	32	2	—	31	33
Accounts	—	—	—	—	—	—	—	—	—	—	—	—
Administration	—	6	193	199	1	5	205	211	1	6	226	233
Total	642	635	1,375	2,652	626	620	1,411	2,657	663	596	1,487	2,746

Sk. Skilled. Ssk. Semiskilled, Usk. Unskilled.

TABLE 2.4 AVERAGE DAILY EMPLOYMENT OF STAFF AND WORKERS - DEPARTMENTWISE 1957-1962

Department	1957		1958		1959	
	Staff	Workers	Staff	Workers	Staff	Workers
Mechanical	124	821	144	1,006	143	1,012
Marine	37	560	54	601	52	636
Engineering	46	422	69	382	86	382
Traffic	88	267	158	264	169	278
Stores	29	33	39	35	40	36
Accounts	56	—	74	—	77	—
Administration	50	134	60	160	67	182
Total	430	2,237	598	2,448	634	2,526
				3,046		3,160

TABLE 2.4 AVERAGE DAILY EMPLOYMENT OF STAFF AND WORKERS - DEPARTMENTWISE 1957 - 62

Department	1960			1961			1962		
	Staff	Workers	Total	Staff	Workers	Total	Staff	Workers	Total
Mechanical	140	1,038	1,178	108	1,008	1,116	129	1,024	1,153
Marine	74	714	788	78	705	783	79	713	802
Engineering	106	378	484	119	406	525	119	425	544
Traffic	176	291	467	181	295	476	160	318	478
Stores	43	32	75	45	32	77	46	33	79
Accounts	84	—	84	85	—	85	96	—	96
Administration	88	199	287	93	211	304	70	233	303
Total	711	2,652	3,363	709	2,657	3,366	699	2,746	3,455

TABLE 2.5 PERCENTAGE COMPOSITION OF VARIOUS CATEGORIES OF EMPLOYEES IN TOTAL

Year	Percentage of Skilled in Total workers	Percentage of semiskilled in Total workers	Percentage of unskilled in Total workers	Percentage of workers in Total employees	Percentage of Staff in Total employees	Staff per 100 workers	Casual labour per 100 regular workers
1957	21.45	21.59	56.96	83.87	16.13	19.22	N. A.
1958	22.01	23.62	54.37	80.37	19.63	24.42	18.99
1959	21.94	23.55	54.51	78.94	21.06	25.09	17.85
1960	24.22	23.92	51.86	78.86	21.14	26.81	15.80
1961	23.54	23.35	53.11	78.94	21.06	26.68	14.00
1962	24.15	21.71	54.14	79.77	20.23	25.45	15.07

N. A.: Not Available.

Figures for 1962 relate to the first half of that year only.



TABLE 2.7 CASTEWISE DISTRIBUTION OF SELECTED WORKERS  
(Regular Workers)

<i>Name of the Caste</i>	<i>Skilled</i>		<i>Semiskilled</i>		<i>Unskilled</i>		<i>Total</i>	
	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
Jalari	3	8.57	12	34.29	12	18.46	27	20.00
Kapu	5	14.29	6	17.14	10	15.38	21	15.57
Yadava	4	11.43	2	5.71	10	15.38	16	11.85
Vadabaliya	2	5.71	4	11.43	6	9.23	12	8.89
Gowara	5	14.29	—	—	4	6.16	9	6.67
Reddy	5	14.29	2	5.71	2	3.08	9	6.67
Nagara	2	5.71	—	—	2	3.08	4	2.96
Sali	2	5.71	1	2.86	1	1.54	4	2.96
Viswabrahmin	1	2.86	—	—	2	3.08	3	2.22
Brahmin	—	—	1	2.86	1	1.54	2	1.48
Mudaliar	—	—	1	2.86	1	1.54	2	1.48
Rajaka	—	—	—	—	1	1.54	1	0.74
Kaling	—	—	1	2.86	—	—	1	0.74
Setti baliya	—	—	—	—	1	1.54	1	0.74
Harijana	3	8.57	2	5.71	6	9.23	11	8.15
Total Hindus	32	91.43	32	91.43	59	90.78	123	91.12
Muslim	2	5.71	1	2.86	3	4.61	6	4.44
Christian	1	2.86	2	5.71	3	4.61	6	4.44
Grand total	35	100.00	35	100.00	65	100.00	135	100.00





TABLE 2.9 PERCENTAGE DISTRIBUTION OF EMPLOYEES ACCORDING TO LITERACY STANDARDS

	Regular Workers				Regular Staff			
	Skilled	Semiskilled	Unskilled	Overall	G1	G2	G3	Overall
Technical								
qualifications	—	—	—	—	35.00	30.00	—	21.67
Graduate	—	—	—	—	—	15.00	—	5.00
Matric and above	8.57	—	1.54	2.96	25.00	40.00	5.00	23.33
Pre-Matric	42.86	25.71	44.62	39.26	25.00	10.00	65.00	33.34
Read and Write	34.29	40.00	36.92	37.04	15.00	5.00	20.00	13.33
Illiterate	14.28	34.29	16.92	20.74	—	—	10.00	3.33
Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

TABLE 2.10

PERCENTAGE DISTRIBUTION OF SELECTED WORKERS ACCORDING TO  
SPREAD OF LITERACY IN RELATION TO THEIR AGE-GROUPS

<i>Age-groups</i>	<i>Illiterate</i>	<i>Read and write</i>	<i>Pre-matric</i>	<i>Matric</i>	<i>Total</i>
18 - 20	—	1.48	0.74	—	2.22
21 - 25	—	9.63	13.34	0.74	23.71
26 - 30	0.74	10.37	8.89	1.48	21.48
31 - 35	2.96	5.93	5.93	—	14.81
36 - 40	2.96	4.45	2.96	0.74	11.11
41 - 45	7.41	3.70	4.45	—	15.56
46 - 50	4.45	—	1.48	—	5.93
51 - 55	2.22	0.74	1.48	—	4.44
56 - 60	—	0.74	—	—	0.74
Total	20.74	37.04	39.26	2.96	100.00

TABLE 2.11

PERCENTAGE DISTRIBUTION OF SELECTED WORKERS  
ACCORDING TO THEIR MARITAL STATUS

<i>Marital Status</i>	<i>Sk</i>	<i>Ssk</i>	<i>Usk</i>	<i>Total</i>
Not married	2.85	14.29	15.39	11.85
Married	92.30	82.86	80.00	84.45
Widowed	2.85	2.85	4.62	3.70
Total	100.00	100.00	100.00	100.00

Sk.: Skilled, Ssk.: Semiskilled, Usk.: Unskilled.

## CHAPTER III

### ABSENTEEISM, INDISCIPLINE AND ACCIDENTS

#### (a) *Absenteeism*

Absenteeism is the failure of the worker to report to the job. According to Watkins and Dodd, the causes of absenteeism may be broadly classified into conditions existing in the industry, conditions external to the industry and conditions developing in the personal life and experience of the workers.<sup>1</sup> Industrial accidents, occupational sickness and fatigue fall in the first group; inadequate housing, distance from residence to work-spot, lack of recreational facilities conducted by the organisation etc., fall in the second group and personal sickness, household emergencies, indifference and discontent etc., fall in the last group.

Management has to locate basic causes of absenteeism with a view to reduce its incidence, since absenteeism affects the workers by loss of pay and the management by affecting discipline and efficiency. Further, an additional complement of workers has to be maintained throughout the year leading to other complications and extra expenditure. The extent of loss or disorganisation will depend upon the nature of work and as such loss of production cannot be calculated without making arbitrary assumptions about the productivity of absentee workers. While therefore cost consciousness regarding absenteeism should not be over-emphasised, absenteeism should be taken as a symptom of maladjustment. Low rate of absenteeism however does not necessarily mean the existence of high morale in the organisation.

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<sup>1</sup> Watkins and Dodd: "The management of labour relations", p. 261.

The figures of monthly average absenteeism<sup>1</sup> for all regular employees are given in Table 3.1. The absenteeism rate indicated a downward trend from 14.24 in 1958 to 9.91 in 1962.

The departmentwise annual average absenteeism rates for all the regular employees for the years 1960–62 are given in Table 3.2.<sup>2</sup> The departments of Traffic, Mechanical and Engineering recorded significant drop in the absenteeism rate. The departments of Marine, Stores and Administration registered a slight increase in absenteeism. Closer analysis revealed that wherever there was fall in the rate, it was very significant (Traffic 35.56 to 7.86) whereas the increase was negligible.

Absenteeism of selected workers was studied from their leave registers (1961). The rate of absenteeism among semiskilled workers was the highest (11.91) and it was the lowest for unskilled workers (10.43) (see Table 3.3). When compared to the overall absenteeism (10.98) of the selected workers, the rate was above average for skilled and semiskilled categories and for the unskilled workers, it was below average. The sample rate of absenteeism (10.98) naturally differs from the population value of 1961 (9.75), as the latter figure includes the absenteeism of staff also. The population value exclusively for workers was not available. The lower rate of absenteeism for unskilled workers shows that they have lesser problems on the social and cultural side than for skilled and semiskilled workers who may have relatively more social commitments.

Cause and categorywise absenteeism of selected workers, presented in Table 3.4, shows that absenteeism due to sickness shared the largest percentage in skilled and unskilled categories. In semiskilled category social and religious causes dominated the other causes, followed by accidents (Table 3.5).

Nature of absenteeism among selected workers for the year

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<sup>1</sup> The absenteeism rate is defined as the total manshifts lost (because of absence) as a percentage of the total number of manshifts scheduled to work. Manshifts lost due to strikes or lockouts are not generally included in absenteeism.

<sup>2</sup> Detailed figures for earlier years were not available.

1961 is given in Table 3.6. It is found from this Table that leave on average pay was the highest in semiskilled category with 24.77 days. Casual leave and leave without pay were also the highest in semiskilled category with 5.46 and 2.97 respectively.

As there is a theoretical possibility to assume that there could be some kind of relationship between absenteeism and nature of the job, absenteeism rates, according to occupations have been reclassified and presented in Table 3.7. The occupations representing a good number of selected workers are shown separately and the others are grouped together in the same category. The rate of absenteeism exceeded eleven for the occupation of driver and machinist. In the skilled category, the highest rate of 12.51 was found for machinist. More than 50 per cent of absenteeism of drivers, was due to personal sickness and in respect of machinists it was due to social and religious causes. Fitters had a low absenteeism rate of about 6.54. In the semiskilled category, the maximum rate of 15.28 was recorded for tindal. The lowest rate was recorded in this category in the occupation of fireman. In unskilled category, gangman and trimmer recorded maximum rates of 13.99 and 13.81 respectively. Khalasis and other unskilled workers maintained a low rate of absenteeism. Watchman had an absenteeism rate of 12.63. The high rate of absenteeism among gangmen was mostly caused by personal sickness and sickness in his family; whereas in respect of trimmer, personal sickness and social and religious causes accounted for the highest rate of absenteeism in that occupation. On the whole a high rate of absenteeism due to personal sickness was found among watchman, driver, trimmer, gangman, greaser, and tindal in order of importance. Absenteeism due to accidents was mostly found in the occupation of tindals. Sickness in worker's family had caused the largest percentage of absenteeism in the occupation of gangman. Absence due to social and religious causes had become the predominant feature of tindal, machinist, greaser, and watchman. Native place visits were almost insignificant except in the occupation of trimmer where they were slightly noticeable. Absence due to pilgrimages was noticeable in the occupations of fireman, driver and khalasi.

Table 3.8 gives the average number of mandays lost due to absenteeism per worker according to length of service in the Port. The number of mandays lost was high for skilled category for the service group of 25–35 years. In semiskilled category the highest rate of absenteeism was found in the service groups of 15–20. In unskilled category a high rate of absenteeism was found in the service group of 20–25. It may be noted here while in skilled category a high rate of absenteeism was found in the age-group of 25–35, in semiskilled category it was this age-group which had recorded a low rate of absenteeism. In skilled and unskilled categories the lowest number of mandays lost due to absenteeism per worker was found in the service-groups of 2 – 5, and below 1 respectively. In the first two years of service, while there was no absenteeism in the skilled and semiskilled categories, it was negligible in the unskilled category. However, from the third year onwards, all the three groups recorded absenteeism which remained more or less constant at that level for the rest of their service. This is further confirmed by age-groupwise absenteeism for selected workers for the year 1961 (table 3.9). In the skilled category the highest number of mandays lost was in the age-group of 56–60 and the lowest in 21–25. In the semiskilled category, the age-group of 51–55 recorded maximum number of mandays lost and the age-group of 21–25 recorded the lowest number. In unskilled category the maximum number of mandays lost was observed in the age-group of 41–45 and the lowest in 46–50. Thus, we find the age-groups which recorded a high rate of absenteeism were increasing from 41–45 to 56–60 as we move from unskilled to skilled.

During the interviews with the supervisors it was learnt that employees many a time tend to extend their stay at home by applying for leave on either the preceding or the following day of the declared holiday. Also it was found that absenteeism increased from first shift to third shift. Absenteeism was also high around the pay day and it was given to understand that this is largely due to the workers intention to either discharge household obligations, or avoid money lenders.

*(b) Indiscipline*

Every management is faced, in lesser or greater degree, with the problem of maintaining discipline among the workers, and is compelled to devote serious attention to the problem since unchecked indiscipline threatens the efficiency and morale of the organization. Indiscipline occurs largely because of the lack of interest in the work on the part of the workers either temporarily or as a long-term phenomenon. The responsibility for this kind of attitude on the part of the workers sometimes rests with the management, though the policies of the trade unions and the problems of the individual workers, also have considerable influence on their attitudes. This lack of interest in the job manifests itself in many kinds of indiscipline some of which are serious in nature while others tend to weaken discipline in the long run. Late coming, negligence of duty, unauthorised absence, careless handling of the work and equipment, sleeping on duty, are but a few of the symptoms characterising indiscipline. The background of the workers as reflected by their education, commitment to the job, political, social, cultural and religious environment, has considerable impact on the attitude of the workers. In addition, the policies of the management, relating to training and induction to make the employee feel comfortable on the job, management-union relations, and the amenities and welfare measures provided by management have a direct bearing on the attitude of the workers. In view of the great losses that accrue because of the prevalence of indiscipline among workers, management has always to keep an alert watch over the changing attitudes of the workers, and take either corrective or preventive measures in time to instil among the workers a spirit of continued interest and active participation in the work.

**Rate of Indiscipline:** Table 3.10 shows the number and rate of cases of indiscipline categorywise. The total number of cases of indiscipline increased from 87 in 1957 to 166 in 1961 (workers, from 78 to 137, staff 9 to 29). In other words, the rate of indiscipline, for all the employees, had gone up from 3.29 to 4.93 during this period. As is evident from the table,



the number as well as the rate of cases of indiscipline increased for skilled and semiskilled workers and for staff. In the case of unskilled workers, though the actual number of cases of indiscipline had gone up slightly, its rate declined. In the skilled category the rate increased from 3.42 in 1957 to 7.84 in 1961; in the semiskilled category from 3.36 to 6.44 and in the staff from 1.81 to 4.09.

**Causes of Indiscipline:** Taking workers as a whole (Table 3.11), the rise in indiscipline was caused to a large extent by negligence of duty which had increased from five in 1957 to thirty-seven in 1961. No other cause had such an abnormal rise. Negligence in duty in skilled category, negligence in duty and unauthorised absence in the semiskilled category, and theft in unskilled category were the dominant causative factors for indiscipline among workers. The percentage of cases of negligence of duty in total disciplinary cases rose from about 6 per cent to 27 per cent over this period. Unauthorised absence, which had increased from 31 in 1957 to 39 in 1961, slightly contributed to the rise of indiscipline among workers. Other causes, which had a share were, being irregular in attendance, sleeping while on duty and improper behaviour (see Table 3.12).

Among staff, late-coming figured prominently as a feature of indiscipline in the year 1961. While there were no recorded cases of late-coming for the first 4 years, as many as 18 were reported in the year 1961. Next to this, unauthorised absence contributed to a slight increase in overall indiscipline among staff over this period.

**Departmentwise Indiscipline:** The rate of indiscipline among workers rose in Mechanical, Marine, and Traffic departments (see Table 3.13). The rise in the rate of indiscipline among workers in Mechanical and Marine departments was caused by all the three categories of workers, while the semiskilled and unskilled categories accounted for it in the Traffic department. Among staff there was no concentration of causes in any department as was found in the case of workers throughout the period.

A detailed investigation into the service records of 135 selected workers shows that the records of as many as 99 workers were

completely clean in the sense that there was no fine, warning or suspension etc., on their records, from the date of their appointment to the end of 1961. Only 36 workers (about 27 per cent of total workers) had some sort of punishment on their record during this whole period. Of these 36 workers there were only eleven workers against whom disciplinary measures were taken more than once. Categorywise analysis shows that about 46 per cent of skilled, about 26 per cent of semiskilled and about 17 per cent of unskilled were involved in disciplinary cases, most of them having only one case against them. Thus we find less than a half in skilled, about one-fourth of semiskilled and about one-sixth of unskilled were responsible for all the cases of indiscipline during the year 1961.

Unskilled category accounted for more than 50 per cent of punishments meted out for various kinds of indiscipline. Stoppages of increments and suspensions were the two measures frequently used to discipline them (Table 3.14).

The percentage of more severe punishments as shown in the following analysis had been declining in some categories. The punishments have been grouped under three categories according to their severity. The first category consists of dismissals. The second consists of reversion, reduction of pay, stoppage of promotion, stoppage of increment, recovery of costs, fines and forfeiture of privilege passes. The third group consists of written warnings and censures, while forth includes pending and suspension cases.

Group	1957		1958		1959		1960		1961	
	No.	%	No.	%	No.	%	No.	%	No.	%
I	3	3.85	4	4.55	11	10.28	19	13.38	8	5.84
II	53	67.95	39	44.32	54	50.47	54	38.04	49	35.77
III	7	8.97	5	5.68	9	8.41	46	32.39	48	35.04
IV	15	19.23	40	45.45	33	30.84	23	16.19	32	23.35
Total	78	100.00	88	100.00	107	100.00	142	100.00	137	100.00

As the above table shows while the number of disciplinary cases was thus increasing the number of more severe punishments was decreasing. The first group which consists of purely dismissals increased up to 1960 and dropped for the year 1961.

The second group of punishments decreased from about 68 per cent in 1957 to about 36 per cent in 1961. As compared to these, the third group of punishments i.e., written warnings and censures registered a significant increase from about 9 per cent in 1957 to about 35 per cent in 1961. This decline in comparatively severe punishments and increase of warnings and censures in total punishments indicates the management's concern to reduce indiscipline through more humane methods.

### (c) *Accidents*

Attainment of accident-free record has been one of the important objectives of present-day managements. Prevention of accidents becomes essential in view of the huge economic and non-economic losses which they entail. The visible direct losses often do not reflect the extent of real loss since the indirect and immeasurable losses may sometimes far outweigh the direct losses that can be estimated. Accidents lead to immediate loss of production, and in course of time upset the work schedule and organizational programmes. They result in damages to the plant and equipment, and the material in process. Management has thus a great stake in averting accidents. The workers stand to lose equally through physical disablement which may affect the earning capacity, either temporarily or permanently. Heavy accident record tends to undermine the morale of the employees and ultimately leads to economic losses to the enterprise.

The prevention of accidents or minimising their intensity can be achieved through prompt and effective managerial action. Induction and training, improving the working conditions and hours of work, systematic organization of work and installation of technically superior equipment help reduce the losses through accidents. Although, accidents could be averted through greater attention to machines, an even greater importance should be attached to managing the workers; for, behind every failure of the machine or a system, there is invariably the failure of men responsible for it.

The rate of injuries among all the employees had risen from

0.16 to 0.43 per 1,000 employees during the period 1958-1961. While the skilled and semiskilled categories showed a continuously rising trend there was a minor fluctuation in the unskilled category (Table 3.15). The injuries resulting from "struck by an object either due to fall or hit", shared a large percentage every year (Table 3.16). However none of the six deaths reported in this period was attributable to this cause. One skilled worker, two semiskilled workers, two unskilled workers and one staff member were involved in injuries resulting in loss of life. It is observed that only the three departments of Marine, Mechanical and Traffic were mainly responsible for the cases of injuries. The department of Engineering accounted for only one case of injury.

The incidence of injuries was generally high in the Marine department (Table 3.17).

Fitters and drivers in the skilled category; foreman and greasers in the semiskilled category; khalasis and trimmers in the unskilled category were the occupations frequently sustaining injuries (Table 3.18).

Table 3.19 gives percentage distribution of injury rest in days by causes. The important causes calling for more injury rest were: struck by an object either due to fall or hit, jamming and crushes, slipping and injuries due to fall. The total number of injuries under these causes was also large. Further, the percentage of total injury rest due to "struck by an object either due to fall or hit" had been rising. In respect of the other causes, this percentage showed wide fluctuations from year to year.

Table 3.20 shows, average rest<sup>1</sup> in days for each cause of injury. The overall average period of rest increased from 8.33 days in 1958 to 16.84 days in 1961. The average period of rest was high in the years 1958 and 1959 for eye injuries; in 1960 for miscellaneous causes; in 1961 for jamming and crushes.

Among all the causes, the injuries caused by slipping resulted in increasing rest from year to year.

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<sup>1</sup> Average period of rest is obtained by dividing the total rest in days for that particular cause by total number of injuries coming under that cause.

TABLE 3.1 MONTHLY RATES OF ABSENTEEISM FOR ALL REGULAR EMPLOYEES

<i>Month</i>	<i>1958</i>	<i>1959</i>	<i>1960</i>	<i>1961</i>	<i>1962</i>
January	—	11.7	11.4	7.9	7.56
February	—	12.8	13.1	9.9	10.38
March	—	11.8	14.4	11.2	10.36
April	—	12.9	15.5	13.56	11.43
May	—	14.6	16.5	13.97	—
June	25.5	13.8	18.0	12.12	—
July	9.2	12.72	14.1	9.79	—
August	14.0	12.7	12.9	11.05	—
September	14.0	13.7	14.0	9.87	—
October	10.5	13.3	16.2	9.94	—
November	12.4	10.2	14.2	8.29	—
December	14.1	14.5	14.4	9.40	—
Average	14.24	12.89	14.56	9.75	9.91

TABLE 3.2 DEPARTMENTWISE ANNUAL AVERAGE ABSENTEEISM RATES FOR ALL REGULAR EMPLOYEES

<i>Department</i>	<i>1960</i>	<i>1961</i>	<i>1962*</i>
Mechanical	17.86	11.33	11.33
Marine	6.65	7.33	7.50
Engineering	13.40	10.56	5.70
Traffic	25.83	35.56	7.86
Stores	11.08	15.08	13.30
Accounts	10.52	9.63	9.26
Administration	9.09	10.07	12.00
Overall	14.56	9.75	9.91

\*The figures for 1962 relates to the first four months of that year.

TABLE 3.3 ABSENTEEISM OF SELECTED WORKERS  
MONTHLY AVERAGE RATES OF ABSENTEEISM OF  
SELECTED WORKERS BY CATEGORIES  
1961

( Port – Regular Workers )

<i>Month</i>	<i>Skilled</i>	<i>Semi-skilled</i>	<i>Un-skilled</i>	<i>Over-all</i>
January	12.08	7.27	8.32	9.32
February	10.93	7.83	12.24	10.75
March	17.26	9.94	10.46	12.09
April	7.77	18.74	10.64	11.94
May	16.04	20.77	11.71	15.18
June	8.68	16.80	9.11	10.99
July	11.87	12.52	11.48	11.85
August	12.75	13.95	13.61	13.47
September	15.66	12.00	8.92	11.46
October	7.98	5.60	10.89	8.77
November	5.03	5.37	9.54	7.29
December	6.63	10.86	7.81	8.30
Annual Rate	11.08	11.91	10.43	10.98



TABLE 3.5 CAUSE AND CATEGORYWISE ABSENTEEISM OF  
SELECTED WORKERS FOR THE YEAR 1961 PER WORKER  
(PORT – REGULAR WORKERS)

<i>Cause of absence</i>	<i>Skilled</i>	<i>Semi- skilled</i>	<i>Un- skilled</i>	<i>Over- all</i>
Personal sickness	14.83	11.20	12.08	12.56
Accidents	0.52	3.40	0.14	1.08
Sickness in his family	6.00	4.83	6.80	6.08
Native place visits (Immigrants only)	2.00	0.85	0.35	0.76
Pilgrimages	1.50	0.68	0.88	0.96
Social and religious	8.00	14.00	7.71	9.41
Other travels and other causes	1.90	1.12	3.35	2.43
Total	32.92	35.37	30.98	32.61

TABLE 3.6 NUMBER OF MANDAYS LOST DUE TO ABSENTEEISM  
PER WORKER ACCORDING TO NATURE OF LEAVE  
(PORT – REGULAR WORKERS)

<i>Nature of Absence</i>	<i>Skilled</i>	<i>Semi- skilled</i>	<i>Un- skilled</i>	<i>Over- all</i>
Leave on average pay	23.69	24.77	20.20	22.80
Casual leave	5.11	5.46	5.01	5.15
Leave on half pay	4.03	2.17	3.08	3.09
Leave without pay <sup>1</sup>	0.09	2.97	2.69	1.57
Total	32.92	35.37	30.98	32.61

<sup>1</sup> Includes unauthorized absenteeism.



TABLE 3.7

OCCUPATIONWISE ABSENTEEISM RATES OF SELECTED WORKERS  
FOR THE YEAR 1961  
(Port – Regular Workers)

<i>Occupation</i>	<i>Rate</i>
Driver	12.28
Fitter	6.54
Machinist	12.51
Other skilled workers	12.07
Greaser	11.66
Fireman	8.15
Tindel	15.28
Other Semiskilled workers	11.47
Khalasis	9.15
Gangman	13.99
Watchman	12.63
Trimmer	13.81
Other Unskilled workers	8.68
Overall	10.98

TABLE 3.8 AVERAGE NUMBER OF MANDAYS LOST PER WORKER ACCORDING TO LENGTH OF SERVICE  
(Port – Regular Workers)

Length of service (in years)	SERVICE			Overall
	Skilled Mandays lost per worker	Semiskilled Mandays lost per worker	Unskilled Mandays lost per worker	
Below 1 year	—	—	10.25	10.25
1 and below 2 years	—	—	28.83	28.83
2     "     5	25.20	23.75	33.05	26.22
5     "     10	27.12	39.45	38.75	36.32
10   "     15	27.83	41.50	39.00	35.83
15   "     20	29.50	44.12	18.16	32.22
20   "     25	29.25	28.00	65.00	39.28
25   "     35	34.25	19.00	39.25	32.53
Overall	32.92	35.37	30.98	32.61

TABLE 3.9

AVERAGE NUMBER OF MANDAYS LOST PER WORKER DURING 1961  
 ACCORDING TO AGE-GROUP  
 ( PORT – REGULAR WORKERS )

<i>Age-group (in years)</i>	<i>Skilled Mandays lost per worker</i>	<i>Semiskilled Mandays lost per worker</i>	<i>Unskilled Mandays lost per worker</i>	<i>Overall Mandays lost per worker</i>
18 – 20	—	—	18.50	18.50
21 – 25	18.00	22.28	26.54	25.34
26 – 30	48.00	30.85	37.50	38.79
31 – 35	22.60	42.00	35.43	34.85
36 – 40	27.85	47.00	32.16	33.06
41 – 45	27.80	25.80	41.33	31.19
46 – 50	28.00	32.00	18.00	25.75
51 – 55	25.00	77.00	30.00	44.83
56 – 60	50.00	—	—	50.00
Overall	32.92	35.37	30.98	32.61

TABLE 3.10 CASES OF INDISCIPLINE AMONG WORKERS AND STAFF - NUMBER AND RATE PER 100  
EMPLOYEES CATEGORYWISE 1957 TO 1961  
( PORT - REGULAR EMPLOYEES )

Year	Skilled		Semiskilled		Unskilled		Total		Staff		Grand Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1957	19	3.42	18	3.36	41	3.87	78	3.63	9	1.81	87	3.29
1958	14	2.59	14	2.42	60	4.51	88	3.59	12	2.01	100	3.28
1959	28	5.05	22	3.70	57	4.14	107	4.24	18	2.84	125	3.96
1960	53	8.26	29	4.57	60	4.36	142	5.35	22	3.09	164	4.88
1961	49	7.84	40	6.44	48	3.40	137	5.16	29	4.09	166	4.93

TABLE 3.11  
CASES OF INDISCIPLINE CAUSEWISE, YEAR AND CATEGORYWISE  
( REGULAR WORKERS )

Cause	1957				1958			
	Sk	Ssk	Usk	T	Sk	Ssk	Usk	T
Unauthorised absence	6	7	18	31	3	4	18	25
Absconding from duty	2	—	7	9	—	2	18	20
Irregular attendance	—	—	—	—	1	—	—	1
Late coming	—	—	—	—	1	—	2	3
Negligence in duty	4	1	—	5	2	2	1	5
Sleeping while on duty	—	1	1	2	—	—	2	2
Wasting time without doing work	—	—	—	—	—	—	—	—
Attending duty in drunken state	—	—	—	—	1	—	1	2
Refusal to do the entrusted work	—	3	4	7	—	1	10	11
Loss or damage to machinery or property	6	1	6	13	5	1	1	7
Improper behaviour and violation of rules of conduct	—	1	1	2	—	1	4	5
Leaving the town with- out permission	—	—	—	—	—	—	—	—
Theft	—	1	1	2	—	1	1	2
Misuse of Rly. passes	1	—	—	1	—	—	—	—
Miscellaneous	—	3	3	6	1	2	2	5
Total	19	18	41	78	14	14	60	88

TABLE 3.11 CASES OF INDISCIPLINE CAUSEWISE, YEAR AND CATEGORYWISE (REGULAR WORKERS)

Cause	1959				1960				1961			
	Sk	Ssk	Usk	T	Sk	Ssk	Usk	T	Sk	Ssk	Usk	T
Unauthorised absence	2	4	25	31	3	9	21	33	5	15	19	39
Absconding from duty	1	1	17	19	1	-	4	5	1	-	4	5
Irregular attendance	-	3	-	3	1	1	5	7	-	3	3	6
Late coming	-	1	-	1	3	2	2	7	1	1	1	3
Negligence in duty	11	2	3	16	13	4	3	20	20	12	5	37
Sleeping while on duty	-	-	1	1	1	2	1	4	1	1	2	4
Wasting time without doing work	-	-	-	-	2	-	3	5	-	-	-	-
Attending duty in drunken state	2	-	-	2	3	1	2	6	-	1	1	2
Refusal to do the entrusted work	4	3	1	8	4	1	-	5	4	-	-	4
Loss or damage to machinery or property	4	1	-	5	13	-	1	14	3	-	2	5
Improper behaviour and violation of rules of conduct	2	2	3	7	6	3	1	10	5	1	1	7
Leaving the town without permission	-	-	-	-	1	2	-	3	1	2	1	4
Theft	-	2	7	9	-	2	12	14	2	-	7	9
Misuse of Rly. Passes	-	-	-	-	-	-	2	2	-	-	-	-
Miscellaneous	2	3	-	5	2	2	3	7	6	4	2	12
Total	28	22	57	107	53	29	60	142	49	40	48	137

TABLE 3.12 CASES OF INDISCIPLINE AMONG WORKERS - CAUSEWISE AND THEIR PERCENTAGE 1957 TO 1961  
(Port - Regular Workers)

Cause	1957		1958		1959		1960		1961	
	No.	%	No.	%	No.	%	No.	%	No.	%
Unauthorised absence	31	39.75	25	28.40	31	28.98	33	23.24	39	28.47
Absconding from duty	9	11.54	20	22.72	19	17.76	5	3.52	5	3.65
Irregular in attendance	—	—	1	1.14	3	2.80	7	4.93	6	4.38
Late coming	—	—	3	3.41	1	0.93	7	4.93	3	2.19
Negligence in duty	5	6.41	5	5.68	16	14.96	20	14.08	37	27.00
Sleeping while on duty	2	2.56	2	2.28	1	0.93	4	2.82	4	2.92
Wasting time without doing work	—	—	—	—	—	—	5	3.52	—	—
Attending duty in drunken state	—	—	2	2.28	2	1.87	6	4.23	2	1.46
Refusal to do the entrusted work	7	8.98	11	12.50	8	7.48	5	3.52	4	2.92
Loss or damage to machinery or property	13	16.67	7	7.95	5	4.67	14	9.86	5	3.65
Improper behaviour and violation of rules and conduct	2	2.56	5	5.68	7	6.54	10	7.04	7	5.11
Leaving the town without permission	—	—	—	—	—	—	3	2.11	4	2.92
Theft	2	2.56	2	2.28	9	8.41	14	9.86	9	6.57
Misuse of Railway passes	1	1.28	—	—	—	—	2	1.41	—	—
Miscellaneous	6	7.69	5	5.68	5	4.67	7	4.93	12	8.76
Total	78	100.00	88	100.00	107	100.00	142	100.00	137	100.00

TABLE 3.13 CASES OF INDISCIPLINE AMONG STAFF AND WORKERS -- RATE PER 100 EMPLOYEES  
ACCORDING TO DEPARTMENTS 1957-1961

Year	Mechanical			Marine			Engineering			Traffic		
	Staff	Workers	Total	Staff	Workers	Total	Staff	Workers	Total	Staff	Workers	Total
1957	—	4.26	3.70	16.21	1.96	2.83	2.17	3.55	3.41	1.13	0.37	0.56
1958	2.08	2.58	2.52	3.70	0.67	0.92	2.90	3.93	3.77	0.63	0.76	0.71
1959	1.40	4.93	4.50	—	1.57	1.45	—	0.52	0.43	5.92	2.16	3.58
1960	6.43	8.38	8.15	4.05	2.52	2.67	2.83	1.85	2.07	2.26	3.78	3.21
1961	6.48	9.13	8.87	3.85	3.40	3.45	—	0.25	0.19	—	2.38	1.47

Year	Stores			Accounts			Administration			Total		
	Staff	Workers	Total	Staff	Workers	Total	Staff	Workers	Total	Staff	Workers	Total
1957	—	—	—	—	—	—	2.00	11.94	9.24	2.09	3.47	3.26
1958	—	—	—	1.35	—	1.35	5.00	25.46	19.91	2.01	3.59	3.28
1959	10.00	2.78	6.58	—	—	—	2.98	20.88	16.06	2.84	4.24	3.96
1960	—	—	—	—	—	—	3.50	9.60	7.69	3.09	5.35	4.88
1961	—	—	—	21.17	—	21.17	1.07	6.16	4.61	4.09	5.16	4.93



TABLE 3.14 CASES OF INDISCIPLINE PUNISHMENTWISE, YEAR AND CATEGORYWISE INCLUDING STAFF  
(REGULAR EMPLOYEES)

Punishment	1957						1958					
	Sk	Ssk	Usk	T	S	GT	Sk	Ssk	Usk	T	S	GT
Dismissal	—	2	1	3	—	3	—	1	3	4	2	6
Reversion	3	1	—	4	1	5	2	2	—	4	1	5
Reduction of Pay	—	—	8	8	—	8	—	—	13	13	1	14
Stoppage of promotion	—	—	—	—	—	—	—	—	—	—	—	—
Stoppage of increment	9	7	9	25	1	26	9	7	4	20	4	24
Recovery of cost	—	—	4	4	2	6	—	—	2	2	—	2
Fine	1	1	6	8	—	8	—	—	—	—	—	—
Written warning	—	—	1	1	—	1	1	1	—	2	1	3
Censured	2	1	3	6	1	7	—	1	2	3	—	3
Suspension	3	4	8	15	4	19	2	2	24	28	3	31
Forfeiture of privilege passes	1	2	1	4	—	4	—	—	—	—	—	—
Pending	—	—	—	—	—	—	—	—	12	12	—	12
Total	19	18	41	78	9	87	14	14	60	88	12	100

TABLE 3.14 CASES OF INDISCIPLINE PUNISHMENTWISE, YEAR AND CATEGORYWISE INCLUDING STAFF  
(REGULAR EMPLOYEES)

Punishment	1959						1960						1961					
	Sk	Ssk	Usk	T	S	GT	Sk	Ssk	Usk	T	S	GT	Sk	Ssk	Usk	T	S	GT
Dismissal	2	4	5	11	5	16	1	1	17	19	1	20	1	1	6	8	2	10
Reversion	2	2	3	7	1	8	4	3	2	9	—	9	1	3	—	4	—	4
Reduction of pay	—	—	13	13	—	13	—	—	3	3	1	4	—	—	4	4	—	4
Stoppage of promotion	—	1	—	1	—	1	—	—	—	—	—	—	—	1	—	1	—	1
Stoppage of increments	15	9	8	32	5	37	24	10	7	41	4	45	17	9	10	36	2	38
Recovery of cost	—	—	1	1	—	1	—	—	1	1	—	1	—	—	—	—	—	—
Fines	—	—	—	—	—	—	—	—	—	—	—	—	—	1	3	4	—	4
Written warning	1	—	1	2	1	3	10	3	8	21	3	24	13	6	4	23	18	41
Censured	4	2	1	7	2	9	12	7	6	25	7	32	10	13	2	25	5	30
Suspension	4	4	14	22	2	24	2	5	14	21	5	26	7	5	19	31	2	33
Forfeiture of privilege	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
passes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Pending	—	—	11	11	2	13	—	—	2	2	1	3	—	1	—	1	—	1
Total	28	22	57	107	18	125	53	29	60	142	22	164	49	40	48	137	29	166

Sk. Skilled, Ssk. Semiskilled, Usk. Unskilled, T. Total, S. Staff, G. T. Grand Total

TABLE 3.15 - CATEGORYWISE NUMBER AND RATE OF INJURIES  
(Port - Regular Employees)

Year	Skilled		Semiskilled		Unskilled		Total		Staff		Grand Total	
	No.	Rate	No.	Rate	No.	Rate	No.	Rate	No.	Rate	No.	Rate
1958*	7	0.13	9	0.16	29	0.22	45	0.18	5	0.08	50	0.16
1959	15	0.27	12	0.20	70	0.51	97	0.38	1	0.01	98	0.31
1960	34	0.53	23	0.36	72	0.52	129	0.49	1	0.01	130	0.39
1961	41	0.66	34	0.55	60	0.43	135	0.51	9	0.13	144	0.43

\*May to December only.

Rate has been calculated for one thousand employees.

TABLE 3.16 – DISTRIBUTION OF INJURIES ACCORDING TO CAUSE  
(Port – Regular Employees)

Cause of Injuries	1958†		1959		1960		1961	
	No.	%	No.	%	No.	%	No.	%
Electric Shock	1	1.96	—	—	1	0.73	1	0.69
Eye injuries due to dust particles etc.	2	3.92	1	0.98	6	4.38	5	3.45
Jamming between two bodies and crushes	8	15.68	10	9.80	19	13.87	27	18.61
Struck by an object either due to fall or hit	18	35.31	40	39.23	52	37.95	44	30.34
Stepping on or striking against object	—	—	3	2.94	5	3.65	7	4.83
Accidents due to fall	4	7.84	7	6.86	7	5.11	11	7.59
Slipping	8	15.69	8	7.84	27	19.71	18	12.41
Burns due to hot plate, steam, fire etc.	—	—	7	6.86	2	1.46	10	6.90
Hit by a rope or Hit by a chain or wire	5	9.80	12	11.76	6	4.38	9	6.21
Nail or stone piercing	—	—	3	2.94	2	1.46	7	4.83
Fainted on duty	1	1.96	1	0.98	1	0.73	—	—
Miscellaneous	4	7.84	10	9.81	9	6.57	6	4.14
Total	51	100.00	102	100.00	137	100.00	145	100.00

†May to December only.

TABLE 3.17 - DEPARTMENTWISE NUMBER AND RATE OF INJURIES  
(Port - Regular Employees)

Year	Mechanical		Marine		Traffic		Total	
	No.	Rate	No.	Rate	No.	Rate	No.	Rate
1958*	23	0.20	25	0.38	1	0.02	50†	0.16
1959	41	0.36	44	0.64	13	0.30	98	0.31
1960	58	0.49	55	0.70	17	0.36	130	0.39
1961	78	0.70	57	0.73	9	0.19	144	0.43

\*May to December only.

†Including one in Engineering Department.

TABLE 3.18 IMPORTANT OCCUPATIONS INVOLVED IN INJUREIS AND THEIR PERCENTAGE SHARE IN  
TOTAL NUMBER OF INJURIES OF EACH CATEGORY (REGULAR WORKERS)

Category	1958*	1959	1960	1961
Skilled	—	Tindal 33.33 Fitter 26.66 Blacksmith 20.00	Fitter 32.65 Driver 20.58 Tindal 11.76 Blacksmith 8.82	Fitter 31.71 Driver 17.07 Tindal 17.07 Rivettor 9.57 Serang 9.75 Blacksmith 7.31
Semiskilled	Winchman 37.50	Fireman 41.66 Greaser 25.00	Fireman 47.82 Greaser 21.74 Winchman 13.04	Greaser 44.12 Fireman 26.47 Winchman 14.71
Unskilled	Khalasis 58.62 Shore khalasis 24.13	Khalasis 67.14 Shore khalasis 11.43 Lascar 8.57	Khalasis 54.16 Trimmer 15.28 Shore khalasis 8.33 Marine khalasis 8.33	Khalasis 66.66 Trimmer 21.66

\* May to December only.

TABLE 3.19 CAUSEWISE PERCENTAGE DISTRIBUTION OF  
MANDAYS LOST DUE TO INJURIES (REGULAR EMPLOYEES)

<i>Cause of Injury</i>	<i>Years</i>			
	<i>1958*</i>	<i>1959</i>	<i>1960</i>	<i>1961</i>
Electric shock	—	—	—	0.17
Eye injuries due to dust particles etc.	6.86	3.08	3.47	1.36
Jamming between two bodies or crushing between two bodies	18.62	10.53	12.60	30.10
Struck by an object either due to fall or hit	28.68	34.96	33.30	36.50
Stepping on or striking against object	—	2.13	1.76	3.35
Injuries due to fall	12.75	6.16	2.10	4.15
Slipping	12.75	6.06	22.70	12.00
Burns due to hot plate, steam, fire etc.	2.70	7.22	0.80	4.46
Hit by a rope & hit by a chain or wire	6.62	15.72	3.13	2.84
Nail or stone piercing	—	2.02	1.30	2.37
Fainted on duty	0.24	0.96	0.34	—
Miscellaneous	10.78	11.16	18.50	2.70
Total	100.00	100.00	100.00	100.00

\* May to December only.

TABLE 3.20 AVERAGE PERIOD (IN DAYS) OF INJURY REST PER CAUSE  
(PORT – REGULAR EMPLOYEES)

<i>Cause of Injury</i>	1958*		1959		1960		1961	
	<i>No.</i>	<i>Average period of rest</i>	<i>No.</i>	<i>Average period of rest</i>	<i>No.</i>	<i>Average period of rest</i>	<i>No.</i>	<i>Average period of rest</i>
Electric shock	1	—	—	—	1	—	1	4.00
Eye injuries due to dust particles etc.	2	14.00	1	29.00	6	6.66	5	6.40
Jamming between two bodies or crushing between two bodies	9	9.50	10	9.47	19	8.75	27	25.00
Struck by an object either due to fall or hit	16	7.31	40	8.22	52	7.36	44	19.36
Stepping on or striking against object	—	—	3	6.66	5	4.00	7	11.30
Injuries due to fall	4	13.00	7	9.66	7	4.00	11	9.00
Slipping	8	7.43	8	7.12	27	9.70	18	16.00
Burns due to hot plate, steam, fire etc.	1	11.00	7	9.71	2	4.45	10	10.40
Hit by a rope & hit by a chain or wire	5	5.66	12	13.50	6	5.20	9	7.50
Nail or stone piercing	—	—	3	6.33	2	7.50	7	8.00
Fainted on duty	1	1.00	1	9.00	1	4.00	—	—
Miscellaneous	4	11.00	10	10.50	9	23.66	6	10.50
Total	51	8.33	102	9.31	137	8.53	145	16.84

\* May to December only.



## CHAPTER IV

### EMPLOYEE RECRUITMENT

#### (a) *Recruitment*

The whole object of a well-planned recruitment policy is "to find the right man for the right job and to avoid putting square pegs in round holes". This safeguards against misuse, misapplication and under-utilisation of man-power. From the view point of the employee, job satisfaction depends much upon right recruitment and appropriate placement.

When the Port was under the control of the Ministry of Railways (up to 30th September 1956) the policies as to recruitment and others, in the Port were in strict accordance with those obtaining then in the Railway establishments. As such, all recruitments to Class IV employees were directly dealt with by the head of the department concerned. While giving preference to casual workers, who had been already working in the concerned departments, on seniority basis, open recruitment was generally followed. For appointments to Class III posts, the candidates selected by the Railway Service Commission were considered. For both Class III & IV posts, Employment Exchanges had no significant role to play.

With the transfer of administrative control to the Ministry of Transport and Communications these rules were no longer followed. Though the authority of recruitment to Class IV was retained in the hands of the departmental head, selection committees came into being for each department. The preference for casual workers was given as usual. For recruitment to Class III posts, selection committees were formed for the Port as a whole to select candidates after giving suitable tests. The committee for appointment to clerical posts, consisted of the Labour Officer, the Secretary of the Port and the Chief

Accountant; the Chairman being the senior officer among the three. The committee for selecting technical people, consisted of the departmental head, a representative from the administrative side (either Labour Officer or Secretary or Chief Accountant) and one senior departmental officer. The selection committee used to screen the applications, and select candidates on the basis of qualifications, previous experience and training. The candidates would be interviewed and if necessary trade tests conducted. All the successful candidates were examined by the Port Medical Officer as to their fitness. Candidates referred to by the employment exchange were generally given preference in both Class III and Class IV appointments.

Though these selection committees were being formed whenever vacancies arose on ad hoc basis it was claimed by the labour unions that no systematic and scientific policies were formulated so far.

Since the activities in a Port with limited mechanical operations call for a large number of unskilled labour, it was observed that in Visakhapatnam Port 70 per cent of the total recruitment was made every year, to unskilled category. Vacancies in skilled and semiskilled categories were mostly filled by promotions. Table 4.1 gives recruitment by categories of employees for the period under study.

There was a large recruitment of employees during the years 1958 and 1959 due to the phenomenal rise in traffic handled by the Port. Direct recruitment to skilled and semiskilled categories was insignificant and most of these vacancies were filled up by promoting workers belonging to the lower categories. The largest number of both workers and staff had previous experience, between 1 – 5 years, which had direct relation, in most cases, with present employment. Thus about 46 per cent of skilled, 38 per cent of G1 staff held skilled jobs in their previous employment. Recruitment to Mechanical department was the highest during 1957–61, followed by Marine and Traffic departments. The expansion of the Stores and Accounts departments was negligible. The heavy expansion of Mechanical, Traffic and Engineering departments indicates that greater emphasis was laid on handling cargo than on Administration department which has excess capacity (Table 4.2). It was also

observed that among the staff, rather than workers, more relatives had been found to be working in the Port. Only recently, the services of the Employment Exchange were being utilised in recruiting unskilled workers and G2 and G3 staff (Table 4.3).

### *(b) Confirmations*

Confirmation is one of the indications of the employer's recognition of the suitability of the employee for the job. For the employee confirmation in service gives security of the job in addition to certain other benefits that accrue with it and develops a sense of belonging in him. The dates of confirmation in service of the selected employees were taken from their service registers. Table 4.4 shows that it was the present skilled category who had been confirmed in a shorter time (in about 2 years) than the semiskilled (more than 3 years) and unskilled workers (just more than 2½ years). The overall time taken for all workers was about 32 months. However, it should be pointed out here that the period taken for confirmation differs from individual to individual depending upon various factors such as the availability of vacancies in permanent posts, good conduct and performance of the employees etc.

The total number of confirmations made, among workers and staff, yearwise for the period is given in Table 4.5 along with the rate of confirmations per 100 employees. For both workers and staff (inclusive of categories also) the rate of confirmation was uniformly high in 1958 and 1959. Perhaps this was also responsible for heavy recruitment in those two years. When compared to the year 1957 the rate of confirmation for workers and staff was high in 1961. A considerable number of confirmations were observed every year in the Mechanical and Marine departments.

### *(c) Transfers*

The need for transfer arises on the one hand out of managements desire, on the basis of experience, to better

utilize an employee's potential and on the other to shift one to a new position as a corrective measure.

However well-balanced an organisation may be at any given time, conditions do arise in the organisation requiring the shifting of employees from one job to another in the same section, from one section to another and from one department to another department with or without a change in the job or occupation. When this shift is more or less lateral that is, when the employee is moved to a new position requiring the same degree of abilities and responsibilities similar to that exacted by his former position and involving no substantial change in his emoluments, it is considered as a transfer.

As has been stated above, these transfers, mainly, are of four types (i) inter and (ii) intra-departmental transfers (iii) inter and (iv) intra-category transfers. These transfers may be permanent or temporary. In this study, only permanent transfers, as far as possible, are taken into account.

Transfers from department to department were observed to be very few throughout the period, Intra-category transfers were much frequent.

#### (d) *Promotions*

Promotional avenues were fair in all departments for all the posts, except for certain jobs like watchman, sweeper etc. The largest percentage of both selected workers and staff got promotions. Some of them got even three promotions in their service up to the end of 1961 (Table 4.6). It was also found that all those who did not get promotions so far, had less than five years of service. Very few selected employees were appointed direct in their present category. All the rest reached their present status by promotion. Thus 46 per cent of the present skilled workers reached their category through promotion from unskilled. It is interesting to note that there was a close promotional link between rank and file posts and supervisory and technical posts, as it was seen from the fact that 75

per cent of the present supervisory group came from lower categories. This is conducive to harmonious relations between management and labour. It was also found that one could expect promotion within a period of 8 years. The speed of promotion from unskilled to semiskilled was just a little less than that from semiskilled to skilled. Skilled workers were mostly promoted within the category. Maximum number of promotions in both workers and staff was in 1958 and 1959.

### (e) *Employees' Turnover*

Stability of work force is an essential condition for the efficient working of any organization. The high rate of labour turnover is not only harmful to the efficiency of the workers as well as production of the organization, but also "a serious obstacle to the complete utilisation of country's human and material resources". Some amount of labour turnover is not only inevitable, but also desirable, since it brings in new blood and new ideas.

Table 4.7 shows year to year categorywise accession and separation rates in Visakhapatnam Port for the period under study. The separation rate exceeded accession rate for skilled category in three years out of the five years' period. Still in no year the separation rate exceeded 3.79 while the accession rate reached a figure of 4.50 in 1959. In semiskilled category the maximum separation rate was 2.48, whereas the accession rate in 1958 was 8.10. In the unskilled category also, the accession rate remarkably exceeded the separation rate in all the years. While the highest accession rate was 14.20 in 1958, the highest separation rate was only 2.61 in 1960. Taking the workers as a whole the workers who had been recruited were 3 to 4 times larger in number every year than workers who had left the Port. Among staff, although slightly the separation rates appeared to be higher compared to the other categories, they were far below the accession rates of that category. It was in 1959 that the maximum recruitment rate of 23.30 and in 1960, the maximum separation rate of 3.80 were found. Thus, viewing these turnover rates in almost all the categories for all the years the accession

rates outweighed the separation rates. Further the separation rate never exceeded 3.79 in any category of workers and 3.80 among staff.

The main causes of separation are (i) Retirements (ii) Resignations (iii) Dismissals and (iv) Discharges. The natural turnover that arises due to causes such as death, retirement and disablement from illness is unavoidable. Although information regarding separation due to deaths, was not available, it was observed that separations due to this cause were negligible during the period of study.

Retirements, resignations and dismissals due to misconduct, formed the major causes for quits throughout the period. In the skilled category quits due to resignations, dismissals and discharges on other than medical grounds which are avoidable, formed only 8.33 per cent, 7.69 per cent, 33.33 per cent, 42.10 per cent and 37.50 per cent for the five years 1957 to 1961 respectively. But in semiskilled category, these constituted 66.66 per cent, 30 per cent, 50 per cent, 55.55 per cent and 60 per cent of total separations. Similarly in unskilled category also, they accounted for 52.38 per cent, 44 per cent, 35.71 per cent, 72.22 per cent and 69 per cent for five years respectively. Again in staff, the separations due to these reasons varied from 62 per cent to 80 per cent during this period. This shows that perhaps there was a possibility to reduce the separation rate further by taking appropriate remedial measures.

Resignations constituted the most important item among avoidable causes. It is interesting to note that the number of semiskilled workers who resigned each year reduced from 6 in 1957 to 1 in 1961. Further in the last three years, resignations in skilled category stood at 4 constantly. Though among unskilled category the number of resignations were slightly rising, it was dismissals which had gained prominence in the last three years. Among staff, resignations varied from about 36 per cent in 1959 to 66 per cent in 1961. These resignations, were generally due to availability of better jobs elsewhere, family circumstances, bad health, sickness, dissatisfaction with working conditions etc. A large number of resignations in staff (clerical cadre more specifically) appeared to be due to availability of better jobs elsewhere. Comparatively, these heavy resignations



among staff were supported by the fact that 60 per cent of G1 and 50 per cent of G3 expressed that they were more than qualified for the job. The main reasons given by G1 staff for their claim were “Higher technical qualifications” and “gained technical knowledge for higher job”. Some of the G2 staff had also said that they had “higher general educational qualifications”. Almost all G3 staff were under the impression that they had gained knowledge for higher jobs.

Dismissals, rank next to resignations in the total number of separations. It is sufficient to say here that the number of dismissals was decreasing both in workers (in all categories) and in staff. It was in 1959 the maximum number of dismissals of 2 and 3 had been observed in skilled and semiskilled respectively. But in unskilled, it was the year 1960 which recorded a maximum number of 17 dismissals. Again in staff, the year 1959 saw large number of dismissals (five).

Discharge due to other causes consisted of mostly retrenchment of personnel temporarily appointed. This was mostly observed to be in unskilled category in all the years.

As it is also necessary to enquire into the departments having the largest number of separations in each year and the percentage of those separations due to avoidable causes, department and categorywise outgoings of workers are analysed. Both in skilled and semiskilled categories, it was the Mechanical and Marine departments which had a large number of separations throughout the period. In other departments, the number of separations was insignificant. But in the unskilled category in addition to these two departments, Engineering department in 1959, and Administration department in 1960 and 1961 were the major departments in which, a large number of quits had taken place. Thus viewing the workers as a whole, in 1957 and 1959 Mechanical department, in 1958 Marine department, and in 1960 and 1961 it was Administration department which had recorded the highest separation rates. In Mechanical department, although there was a slight increase in the rate for workers in 1961 as compared to 1960, the rate of separation was far below that of 1957. In 1961, the Marine, Engineering and Administration departments recorded a decrease in separation rate. Among staff, Marine department with 16.21 and 6.75 in

1957 and 1960 respectively, Stores in 1958, Engineering department with 5.95 in 1959 and Mechanical department with 8.33 in 1961, ranked first in the rate of separations. Taking departments individually, the separation rate among staff had been rising in Mechanical, Engineering and Administration departments throughout the period, thus contributing for the rise of overall separation rate among staff from 3.25 in 1957 to 5.51 in 1961.

(f) *Casual Labour*

As the employment in Port depends upon the Traffic handled, it is very difficult to function without hiring casual labour in peak periods. In the Visakhapatnam Port, as in other Ports, priority was always given to casual labour in filling the regular jobs. This was also supported by the fact that about 45 per cent of unskilled workers and 30 per cent of G3 staff who were interviewed had their previous employment in Port itself mostly on casual basis. A record number of 123 casual labour had been regularised in the year 1958 (Table 4.8). Traffic department took the lead throughout the period in taking the maximum number of regularised employees as well as in filling up the vacancies in regular jobs mostly by taking casual labour.

A large number of selected casual labour had previous experience of less than five years. They preferred this casual job because either they were dissatisfied with or discharged from their previous employment. They secured these jobs applying direct, through relatives and in some cases through employment exchange. Most of them were in the service group of 5 – 10 years and they had no special liking for the present job.



TABLE 4.1 RECRUITMENT OF EMPLOYEES 1957-61

<i>Year</i>	<i>Skilled</i>	<i>Workers Semiskilled</i>	<i>Unskilled</i>	<i>Total Workers</i>	<i>Staff</i>	<i>Total Employees</i>
1957	10	26	152	188	52	240
1958	7	47	189	243	123	366
1959	25	20	193	238	148	386
1960	8	19	100	127	103	230
1961	11	15	135	161	89	250
1957-61	61	127	769	957	515	1,472

TABLE 4.2 DEPARTMENTWISE RECRUITMENT 1957-61

<i>Department</i>	<i>1957</i>	<i>1958</i>	<i>1959</i>	<i>1960</i>	<i>1961</i>	<i>Total</i>
Mechanical	102	176	100	103	101	582
Marine	51	51	100	40	32	274
Engineering	30	19	61	20	14	144
Traffic	10	77	54	24	39	204
Stores	10	12	8	4	9	43
Accounts	11	12	10	13	13	59
Administration	26	19	53	26	42	166
Total	240	366	386	230	250	1,472

TABLE 4.3 PERCENTAGE DISTRIBUTION OF WORKERS ACCORDING TO THEIR VIEWS FOR PREFERRING EMPLOYMENT IN PORT (REGULAR WORKERS)

<i>Nature of Preference</i>	<i>Skilled</i>	<i>Semiskilled</i>	<i>Unskilled</i>	<i>Overall</i>
Government employment	11.43	28.57	12.31	16.29
Availability	74.28	62.86	64.61	66.67
Employment exchange				
directed	8.57	5.71	10.77	8.89
Relatives working	2.86	2.86	9.23	5.93
Better prospects	2.86	—	3.08	2.22
Total	100.00	100.00	100.00	100.00

TABLE 4.4 PERIOD TAKEN FOR CONFIRMATION IN SERVICE OF SELECTED WORKERS

<i>Period taken of Confirmation</i>	<i>Skilled</i>		<i>Semiskilled</i>		<i>Unskilled</i>		<i>Total</i>	
	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
Below 6 months	1	2.86	—	—	4	6.15	5	3.71
6 and below 12 months	12	34.29	11	31.43	5	7.70	28	20.74
1 and below 3 years	12	34.29	13	37.15	15	23.08	40	29.63
3 and below 5 years	5	14.28	5	14.28	5	7.70	15	11.11
Above 5 years	5	14.28	5	14.28	4	6.15	14	10.37
Not yet confirmed	—	—	1	2.86	32	49.22	33	24.44
Total	35	100.00	35	100.00	65	100.00	135	100.00
Average period (in months)	24.86		40.46		31.53		32.26	



TABLE 4.6 PERCENTAGE OF EMPLOYEES PROMOTED NUMBER OF TIMES AND AVERAGE PERIOD  
TAKEN FOR EACH PROMOTION (Regular Employees)

Promotions in order	Regular workers						Overall	
	Skilled		Semiskilled		Unskilled			
	Per- tage	Average period (in years)	Per- tage	Average period (in years)	Per- tage	Average period (in years)	Per- tage	Average period (in years)
I Promotion	91.42	5.22	85.71	6.68	15.38	7.11	53.33	6.34
II Promotion	48.57	5.38	28.57	4.29	1.54	0.77	20.74	3.48
III Promotion	14.28	7.97	—	—	—	—	3.70	7.97
IV Promotion	2.86	6.58	—	—	—	—	0.74	6.58
	Regular staff						Overall	
	Group 1		Group 2		Group 3			
I Promotion	80.00	7.25	65.00	6.46	25.00	12.00	56.66	7.65
II Promotion	80.00	6.25	50.00	6.00	—	—	43.33	6.15
III Promotion	35.00	12.56	20.00	5.50	—	—	18.33	10.18
IV Promotion	10.00	8.00	—	—	—	—	3.33	8.00

TABLE 4.7 CATEGORYWISE EMPLOYEES TURNOVER RATES

Year	Skilled		Semiskilled		Unskilled		Total workers		Staff		Total Employees	
	Acc.	Sep.	Acc.	Sep.	Acc.	Sep.	Acc.	Sep.	Acc.	Sep.	Acc.	Sep.
1957	3.08	2.50	5.17	2.48	11.90	1.64	8.36	2.01	12.09	3.25	9.90	2.22
1958	1.30	2.22	8.10	1.72	14.20	1.90	9.90	1.96	20.50	2.17	12.00	2.00
1959	4.50	3.79	3.30	2.02	14.01	2.03	9.00	2.45	23.30	3.00	12.20	2.53
1960	1.25	2.95	3.00	1.10	7.27	2.61	6.03	2.71	14.48	3.80	6.84	2.64
1961	1.76	2.56	2.42	0.80	9.57	2.06	6.06	1.88	12.55	5.21	7.43	2.30

Acc. Accession Rate; Sep. Separation Rate

TABLE 4.8 CATEGORYWISE PERCENTAGE OF CASUAL WORKERS RECRUITED AS REGULAR EMPLOYEES  
IN TOTAL RECRUITMENT (All employees)

Year	Skilled		Semiskilled		Unskilled		Total		Staff		Grand Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1957	1	10.00	2	7.69	72	47.37	75	39.90	3	5.77	78	32.50
1958	1	14.28	1	2.13	85	44.97	87	35.80	36	29.27	123	33.60
1959	2	8.00	—	—	62	32.12	64	26.89	27	18.24	91	23.57
1960	1	12.50	2	10.52	32	32.00	35	27.56	24	23.30	59	26.25
1961	—	—	—	—	33	24.44	33	20.49	15	16.86	48	19.20

## CHAPTER V

### EMPLOYEE EARNINGS

“The theory of the determination of wages in a free market is simply a special case of the general theory of value. Wages are the price of labour and thus, in the absence of control, they are determined, like all prices, by supply and demand”. This type of free market operation cannot be expected to prevail in the present day conditions. It is needless to say that collective bargaining and the ever-increasing governmental interference and control, have influenced, the wage fixation throughout the world. Wages and salaries are the most important factors that help maintain good industrial relations and motivate employees for effective job performance.

#### (a) *Wage bill*

As departmentwise and category-wise wage bills were not readily available, total amounts of wages paid to regular employees for the years 1956-57 to 1961-62 which have been taken from the Administrative Reports, are presented in Table 5.1.

#### (b) *Wage structure and Policy*

The fixation of wage structure in an organisation like Visakhapatnam Port depends, to a great extent, on the historical background, the economic conditions in the country, the implications and requirements of developmental planning, and also the disparity in the standard of remuneration and the conditions of service of the employees in this Port on one hand, and the employees in other major Ports and other Central Government Departments on the other.

The wage structure of employees in the Port has changed from time to time due to pressures brought by employees and in accordance with the recommendations of various commissions and committees.

Since the Port had been closely associated with the Railways from its development stage, until recently, the pay-scales effective in other Railway establishments were equally applicable in the Port with certain exceptions. In 1947, the first Central Pay Commission under the Chairmanship of Sri Varadachariar recommended the pay-scales which were applicable to all Central Government establishments. As Visakhapatnam Port was a departmentally administered Port, under the control of Ministry of Railways, implementation of the pay-scales recommended by this commission was on the same lines as in other organisations under the Railway Board, and the employees were given the option to elect these scales either from the 1st January, 1947 or from the 16th August, 1947. But, however, this option to elect the Pay Commission's scales of pay or to continue on the existing scale of pay was permissible only in the case of (i) Pre-1931 entrants (on the old scales of pay), and (ii) Post-1931 entrants (on the revised scales of pay) the maximum of whose existing scale of pay was higher than the maximum of the scale of pay prescribed by the Pay Commission. All other post-1931 entrants (on the revised scales of pay) were automatically brought on to the Pay Commission's scales of pay.

In 1948, an Enquiry Committee, went into the question of fixation of pay-scales in Visakhapatnam Port and recommended a general upward revision. The more important suggestions were as follows :

	<i>Scales suggested</i>	<i>Previous scale</i>
	Rs.	Rs.
	1	2
Typist	80 — 160	60 — 130
Leadsman	55 — 130	35 — 60
Mate	55 — 130	35 — 50
Keyman	36 — 60	35 — 50

	1	2
Jamadar	55 — 130	35 — 50
Tallyman	60 — 150	40 — 60
Signal Boson	100 — 185	80 — 160
Head Driver	125 — 185	80 — 160
Welder Class I	125 — 185	60 — 130
Fitter	100 — 185	60 — 150
Armature Winder	80 — 160	60 — 130

The recommendations of this Committee were accepted in the case of a few posts only. After this there had been no further attempt to revise pay-scales until the appointment of Chaudhury Committee.

So far, no wholesale rationalisation of pay-scales, taking into account the special conditions of the Port work, was undertaken. It was held that the Central Pay Commission (1947) never really examined the question of pay scales to be presented for Port and Dock workers, who were employed in a specialised industry with characteristics not found elsewhere. Further, it was also held that the Port revenues and its organisation were essentially independent of Government and there was no reason why the service conditions of Port employees should be tied up with the service conditions of other Government servants in general.

In response to the demands of labour unions, in the major Ports from time to time, for the improvement of their wages and other conditions of service, the Government of India appointed Sri P. C. Chaudhuri, I.C.S. in November, 1956 as Officer on Special Duty to undertake an enquiry into the scales of pay and allowances of Class III and Class IV employees of the major Ports and to make recommendations for the rationalisation of the pay structure of the various categories, in the light of the recommendations made by the Central Pay Commission (1947) for the Central Government employees of comparable status. The recommendations were to aim at bringing about a large measure of uniformity in the pay scales of posts of the same category in all the major Ports, provided the duties were the same, on the principle of equal pay for equal work.



Sri Chaudhuri while pointing out that “to bring substantial establishment enbloc to a rationalised system of pay and allowances, and particularly so, where earlier methods of remuneration had evolved out of historical reasons or local considerations or had been adopted in *ad hoc* manner over a period of several decades, is a matter of exceptional difficulty” felt that it was not possible to consider each category of posts separately and therefore, he confined himself to laying down standard scales of pay taken out of the 1947 Central Pay Commissions recommendations which could fit into certain “test Jobs” in each of the several departments of the major Ports. The scales of pay for other posts were left by the O.S.D. to be evolved by the Port authorities in the light of the scales of pay recommended by him for the “test” posts. It is worth-while to recall here some of his recommendations relevant to Visakhapatnam Port, though they had not been given effect to by the Government, for a comparative study with Pre-Chaudhuri Committee scales.

		<i>Scales suggested by O.S.D.</i>	<i>Previous scales</i>
		Rs.	Rs.
		1	2
Lowest scale		30–35	30–35
Tally clerk		60–130	60–130
Shed Foreman		125–200	100–185
Draftsman		100–185	100–185
Inspector, P.W. Sub.	i.	100–185	150–225
Supervisors	ii.	150–225	150–225
Overseers etc.	iii.	160–300	150–225
Time Keeper G I		60–130	60–130
G II		80–160	60–130
Caulker & Cassab		40–60	35–60
Lascar	i.	30–35	35–40
	ii.	35–50	35–40
	iii.	40–60	35–40
Greaser	i.	35–50	35–60
	ii.	40–60	35–60
Watchman	i.	40–60	30–35
	ii.	60–75	30–35
Fireman		35–50	35–60

		1	2
Seacunny		65-75	50-75
Serang	i.	40-60	60-130
	ii.	60-75	60-130
	iii.	75-105	60-130
Tindals	i.	35-50	40-60
	ii.	40-60	40-60
Drivers (diesel	i.	100-150	80-160
and steam engines)	ii.	125-185	125-185
Drivers floating craft		60-75	60-130

He recommended that the basic minimum scale for Class IV should be revised to Rs. 30-1-35 and the basic minimum for Class III staff employed in clerical duties and for whom Matriculation or equivalent qualification was prescribed should be Rs. 60-3-81-4-125-5-130.

None of the recommendations of O.S.D. regarding revision of pay scales was implemented.

This led to serious dissatisfaction and unrest among employees which finally broke out in the form of a major strike conducted in all the major Ports throughout India from the 16th June, 1958 to the 27th June, 1958. Visakhapatnam Port was no exception to this. Apart from other demands, the main demand was for upward revision of pay scales for all the employees. On an assurance given by the Prime Minister the strike was called off. The Government of India had proposed different scales of pay which, however, were not found to be acceptable to the unions. Immediately, on the 23rd August, 1958 the Government of India constituted a committee under the chairmanship of Sri F. Jeejeebhoy, in agreement with the unions to undertake the work of classification and categorisation of Class III and Class IV posts of the six major Ports. This committee included three labour representatives, a representative from each major Port. One distinguishing feature was that the Administrative Officer of the Visakhapatnam Port was also a member on all India basis in addition to the above representation. The Port authorities appointed the Mechanical Superintendent as its representative. As is expected the committee carefully examined the duties and

responsibilities of the various posts and decided to fit them appropriately into one or other of the scales of pay given in the attached schedule of Government resolution dated the 20th July, 1958 in the light of the scales of pay of posts with comparable duties and responsibilities in other departments of Government having in mind the principle of equal pay for equal duties and responsibilities. Many a category had been upgraded by this committee. Evolution of standardised nomenclature for all the posts was also the duty of the committee. Further, it was also assured by Government that where the existing scale of a category in a Port was higher than the scale found by this committee, the higher scale would continue in operation. With the exception of this, the recommendations of the committee were final and binding on the Port authorities as well as on the labour. These scales of pay were given retrospective effect from the 1st October, 1957 according to the decision of the Government of India. The pay of each Port employee concerned should be fixed in the scale prescribed by the committee at such minimum stage in that scale as would give the incumbent an increase in pay which was not less than the last increment drawn by him in the scale applicable to him prior to the revision, subject to the proviso that no employee should get more than the maximum of the scale fixed by the committee.

This was the first occasion on which the wage structure of the major ports of India had been investigated on a broad rationalised basis. It was also the first occasion where it had been provided that the recommendations of the committee would be final and binding on the Port authorities as well as on labour. However, in the words of the All India Port and Dock Workers' Federation "the report has not been able to fulfil the expectation of all the workers and has created several anomalies and complications though it has brought substantial relief to a very large number of workers in the Ports of Cochin, Kandla and Calcutta and a lesser number of categories in the Ports of Madras, Visakhapatnam and Bombay".

The latest change in the wage structure and pay-scales of employees in Visakhapatnam Port was in accordance with the recommendations of the Central Pay Commission appointed in

August, 1957 under the Chairmanship of Justice Jagannadha Das. These scales of pay were introduced with retrospective effect from the 1st July, 1959 in which there was a substantial upward rise in the emoluments of employees.

In addition to the above changes in basic wage structure there were also changes in other allowances. Table 5.2 shows how the dearness pay and allowance rates changed from time to time starting from the 1st June, 1951. The rates from 1st July, 1959 were those recommended by the Central Pay Commission (1957). Again, in 1961 the dearness allowance of Central Government employees had been revised and this came into effect from 1st November, 1961. As seen from this table up to 30th June, there used to be both dearness pay and dearness allowance; of which a substantial portion of this dearness pay and dearness allowance was merged in basic wage by the Central Pay Commission (1957). From 1st October, 1957 onwards even though there was no change in the dearness pay the dearness allowance had been increased by Rs. 5 in the first slab and by Rs. 10 in the next slab of basic wage up to Rs. 300/- with effect from 1st November, 1961. There was no dearness allowance for employees with Rs. 400/- or above of basic pay.

The house rent allowance had been changed twice since 1st June, 1951. The rates suggested by the Central Pay Commission (1957) were in force with effect from 1st July, 1959. Employees drawing Rs. 156-50 nP. or above could not draw this allowance (see Table 5.3).

In order to facilitate comparison of changes in basic wages and in gross earnings as a result of the recommendations of the above various committees and commissions it was thought fit, in the absence of data on actual earnings, to study the minimum and maximum earnings, of different occupations in different categories. Table 5.4 shows these changes for skilled category. Though only four occupations are given in the table much more number of occupations had the same scales as that of occupation of a driver. While the minimum basic pay of the driver group of occupations increased from Rs. 60/- in 1957 and earlier to Rs. 110 from July, 1959 onwards, the gross earnings increased from Rs. 117 in 1957 and earlier to Rs. 132-50 from November, 1961 onwards. The maximum basic pay of this group had risen

from Rs. 130 before October, 1957 to Rs. 180 from July, 1959 onwards and the maximum gross earnings registered an increase from Rs. 185 before October, 1957 to Rs. 210 from November, 1961. Thus the minimum and maximum basic wages increased by 83.30 per cent and 85.50 per cent. The minimum and maximum gross earnings registered an increase of 13.20 per cent and 13.50 per cent, respectively, by this group (drivers etc.) during this period. In the case of floating crane operators the minimum as well as maximum basic pay had risen by 50 per cent and 29.70 per cent, respectively, while the gross earnings registered only an increase of 18.77 per cent and 10.24 per cent, respectively, during this period for the above occupation. The occupation of Deep Sea Tindal registered a maximum increase of 143 and 120 per cent in minima and maxima basic wages during this period. But the increase in minimum and maximum gross earnings of this occupation was only 32.90 per cent and 36.60 per cent, respectively, during the same period.

In semiskilled category five representative occupations were selected to show the changes in basic wage rates and gross earnings during this period (see Table 5.5). The scales of these five occupations accounted for nearly 45 per cent of semiskilled workers. The occupations of winchman group registered a maximum increase of 171.43 per cent in minimum basic pay while the maximum level of basic pay increased by 90 per cent in the occupation of Mate during this period. In minimum gross earnings again the winchman group registered a maximum increase of about 43 per cent. The maximum increase in maximum level of gross earnings took place in the occupation of Mate (about 37 per cent).

Table 5.6. shows changes in basic wage rates and gross earnings of selected unskilled occupations which constitute about 45 per cent of the total unskilled workers. The occupation of Shore Khalasi and Trimmer registered a maximum increase in minimum basic pay of about 133 per cent. The maximum level of basic pay increased by about 154 per cent during this period in the occupation of Trimmer. Again the occupations of Shore Khalasi and Trimmer had a maximum increase in the minimum level of gross earnings of about 25 per cent during this period. In the maximum level of gross earnings,

the highest increase of about 37 per cent was recorded for the occupation of Jamedar. The occupations of Tallyman and Checker among staff (see Table 5.7) registered a maximum growth of 52.29 per cent and 34.61 per cent in minimum and maximum level of gross earnings, during this period.

As it is not possible to appreciate fully the rise in earnings without taking into consideration the increase in cost of living it was felt necessary to calculate the real earnings based on cost of living indices of Visakhapatnam town collected from the Labour Law Journal, Madras. Table 5.8 shows that the index of real earnings of skilled category rose from 100 in August, 1951 to 113.72 in August, 1962, in semiskilled category the index of real earnings had gone much further to 115.35. In unskilled category, this index stood at 112.49 by August, 1962. It was in staff that a maximum growth of real earnings of 17.95 during this period was found. The figures shown in this table relate not to the category as a whole but only to a large number of occupations which were homogeneous in pay scales, and which were assumed to represent fairly their respective categories.

Sri P. C. Choudhuri, also suggested that the Port Administration should further examine the possibility of evolving a system of payment by results in the technical departments particularly with regard to occupations like Tally Clerks, Crane Drivers etc. The labour unions requested that this system of payment should be extended.

### (c) *Economic Status of Households*

A worker and his family, consisting on an average of about six members, may not solely depend on the earnings of employment in Port. The family might be earning from some other sources also. Hence with a view to ascertain the economic status of each worker's household necessary information was collected in the course of enquiry and the same was tabulated and presented in Table 5.9. The average size of household of skilled worker was 7.22 of which as



many as 5.71 were non-earning dependants and only 1.17 and 0.34 were self-supporting and earning dependants, respectively. Among semiskilled workers, out of 6.31 (average size of household) as many as 5 were non-earning dependants and only 1.18 and 0.20 were self-supporting and earning dependants, respectively. The unskilled workers were comparatively better off in the average size of household with only 6.32 and also in the number of self-supporting persons with 1.37. But the average monthly per capita income was lower in the case of unskilled workers' household with Rs. 19.43, when compared to that of skilled and semiskilled workers, households with Rs. 23.90 and Rs. 20.08, respectively. The subsidiary sources of income were also enquired into. About 23 per cent of skilled, 23 per cent of semiskilled and 42 per cent of unskilled workers had subsidiary sources of income. On an average a skilled worker was getting monthly subsidiary income of about Rs. 8, a semiskilled worker an amount of about Rs. 14, and an unskilled worker an amount of about Rs. 24. The important subsidiary sources were employment of family members, business, house rent, income from land. Thus, it is seen from table 5.10 that a large proportion of the subsidiary income in all the categories was from the employment of family members. Other sources were not so much important. As is evident from the table the unskilled workers had income from these subsidiary sources three times more than that of skilled workers and more than 1-1/2 times compared to that of semiskilled workers. The obvious reason for this large difference was that the unskilled worker's household was composed of a good number of employed members, which was already mentioned. Only among the unskilled category, the immigrant worker's household had subsidiary income.

Average monthly income of selected workers from different sources is given in table 5.11. The average monthly income from employment in Port and from subsidiary sources has already been dealt with. The total monthly income from all these sources came to about Rs. 173 for skilled household, about Rs. 127 for semiskilled household and about Rs. 123 for unskilled household. These figures exclude overtime allowance and hard duty allowance etc., earned in the employment of

Port, shown separately in this table since they were in the nature of casual income.

#### (d) Employee Preferences

Having dealt with the economic status of the workers' households, we now come to their preference for different items such as higher wages, more leave, better working conditions etc. The opinions collected during enquiry have been tabulated and presented in Tables 5.12, 5.13, 5.14, 5.15. The ratings of skilled workers given in Table 5.12 show that 80 per cent of them gave first preference to higher wages. The desirability of having more leave and security of job ranked second and third respectively. In semiskilled category as many as 89 per cent preferred first higher wages. They gave second and third preferences to better living conditions and more leave respectively (see Table 5.13). It is interesting to note that among unskilled workers this high preference for higher wages was slightly lesser with about 72 per cent. Better working conditions and more leave were the second and third preferences in this category. (see Table 5.14). This was in consonance with the economic status of their households explained above. A combined account of ratings for these three categories is given in Table 5.15. Higher wages, more leave, better living conditions were the first, second and third preferences, respectively.

Their attitude towards overtime work had also been elicited and is presented in the following table :

<i>Worker's view</i>	<i>Skilled</i>		<i>Semiskilled</i>		<i>Unskilled</i>		<i>Total</i>	
	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
Yes	28	80.00	32	91.47	51	78.47	111	82.22
No	7	20.00	3	8.53	14	21.53	24	17.78
Total	35	100.00	35	100.00	65	100.00	135	100.00

Thus as many as 80 per cent of skilled, 91 per cent of semiskilled and 78 per cent of unskilled were in favour of overtime work. Here also a slightly lesser percentage is to be found in unskilled category in favour of overtime work.



(e) Indebtedness

One of the reasons for the economic degradation of industrial workers is indebtedness. A portion of this indebtedness might have been caused by extravagance, vice and improvidence. But the chief cause for the indebtedness is the absence of any margin left over from his income for meeting any unforeseen expenditure. The worker as a part of the social organization has to conform to certain customary social standards even when he is not in a position to meet them. The Royal Commission on Labour (1931) discussed the question of indebtedness of industrial workers and suggested various remedies for the mitigation, if not eradication, of this evil. In spite of the various legislations passed by almost all States to protect the interests of the workers, the indebtedness of the industrial worker in this country does not seem to be decreasing.

Information on the extent of indebtedness of the select workers working in the Port was elicited in the course of interviewing them. Table 5.16 shows the source-wise indebtedness of the workers. About 76 per cent of the workers were in debt as on the date of enquiry (March-June, 1962). The average debt for an indebted worker was found to be about Rs. 810/- of which 55 per cent was due to domestic needs. The next important cause of indebtedness was marriage which accounted for about 24 per cent of the total. The survey of indebtedness in each category reveals that about 77 per cent of skilled, 80 per cent of semiskilled and about 65 per cent of unskilled were indebted. The average amount of debt for an indebted worker in these categories was Rs. 985/-, Rs. 646/- and Rs. 802/-, respectively. Thus the percentage of indebted workers as well as the amount of debt per indebted worker were lower in unskilled category compared to the skilled category. As seen in Table 5.17 the main causes of indebtedness, in order of importance, in these categories were domestic needs and marriage in skilled, domestic needs and sickness in semiskilled, and marriage and domestic needs in unskilled. The dominance of sickness factor in semiskilled category was also confirmed in the study of absenteeism of these selected workers in which it

was found that sickness accounted for a comparatively longer absence from work in semiskilled category. In unskilled category, marriage dominated over all the other causes that contributed to indebtedness in this category.

The frequency distribution of selected workers with indebtedness among indebted groups is given in Table 5.18. It is seen from this table that the modal indebted group was above 1,000 in skilled category, between 400-600 in semiskilled category and above 1,000 in unskilled category.

The sources of borrowing were the Co-operative Credit Society or Urban Bank, Provident Fund, money lender or friends (see Table 5.16). A large number of workers were indebted to the money lenders who had a regular system of giving advances to them. The advances from these money lenders led to perpetual indebtedness. The debt of the indebted worker from money lenders was also high in all the categories. The importance of money lenders as source of borrowing is, perhaps, due to the facility with which the worker can borrow the money from them. Thus it was estimated that the indebtedness per indebted worker in skilled category amounted to six months average earnings, for semiskilled five months and for unskilled eight months.

The total outstanding amount due to the Co-operative Credit Society and the Provident Fund taken together was low when compared to the outstanding amount due to the money lenders in the case of semiskilled and unskilled categories. But in the skilled category, the Co-operative Credit Society ranked first. Even in the skilled category the debt per indebted worker due to money lenders ranked high among all the sources. The outstanding amount due to the credit society and the Provident Fund was low since it was recovered at the source of payment.

**Co-operative Society Ltd :** Before going into the details of the loan services provided by the Visakhapatnam Port Employees Co-operative Society Ltd., it is worth-while to examine the constitution, its objects and the financial results of its working.

The number of loans and the loan amount provided to each category of employees by the Co-operative Society Ltd. are given in Table 5.19. As this Table shows the number of loans as well as the loan amount provided to both workers and the staff more than doubled during the period 1957-58 to 1961-62. Growth was there in all the categories of workers.

TABLE 5.1 TOTAL WAGE BILL OF REGULAR EMPLOYEES FOR THE YEARS 1956-57 TO 1961-62

<i>Year</i>	<i>Total wage bill (in rupees)</i>
1956-57	18,66,107
1957-58	20,79,212
1958-59	24,87,045
1959-60	27,01,794
1960-61	28,85,550
1961-62	31,52,577

1. These figures include the following :
  - a. Establishment expenses in Stores department
  - b. Labour on Quay
  - c. Land Revenue Staff and Contingencies
  - d. Moorings and mooring staff
  - e. Special expenditure on Dearness Allowance, Dearness Pay and House-rent Allowance.
2. These figures do not include Port Administrative Officer's salary and expenses.

TABLE 5.2 DEARNESS PAY AND ALLOWANCE RATES FROM 1ST JUNE, 1951 (REGULAR EMPLOYEES)

Basic pay	From 1st June, 1951 to 30th Sep., 1957		From 1st Oct., 1957 to 30th June, 1959		From 1st July, 1959 to 30th Oct., 1961		From 1st Nov., 1961	
	Dearness pay Rs.	Dearness allowance Rs.	Total Rs.	Dearness pay Rs.	Dearness allowance Rs.	Total Rs.	Basic pay Rs.	Dearness allowance Rs.
Upto Rs. 50/-	20	20	40	20	25	45	Below 150/-	10/-
51 - 100	25	25	50	25	30	55	—	—
101 - 150	27½	27½	55	27½	32½	60	150 - 300	20/-
151 - 200	30	30	60	30	35	65	—	—
201 - 250	32½	32½	65	32½	37½	70	300 - 350	—
								The amount by which pay falls short of Rs. 320/-
251 - 300	32½	32½	65	32½	37½	70	321 - 390	Nil
301 - 500	35	35	70	32½	37½	70	391 - 400	Nil
								The amount by which pay falls short of Rs. 400/-
501 - 750	42½	42½	85	35	35	70	Above 400	Nil
751 - 1000	50	50	100					

Note : The above rates in the first two columns are applicable to N.G.O.s and married Gazetted Officers.

No dearness pay from 1st July, 1959.

TABLE 5.3 HOUSE-RENT ALLOWANCE FROM 1ST JUNE, 1951

From 1st June, 1951 to 30th June, 1959		From 1st July, 1959	
<i>Basic Pay and Dearness Pay</i>	<i>House-rent Allowance</i>	<i>Basic Pay</i>	<i>House-rent Allowance</i>
Below Rs. 35/- + D.P. Rs. 20/-	Rs. 5/-	Below Rs. 75/-	Rs. 5/-
From Rs. 35/- + D.P. Rs. 20/-	Rs. 7/-	Rs. 75/- and above but below Rs. 150/-	Rs. 7-50
Upto Rs. 50/- Basic pay			
From Rs. 50/- + D.P. Rs. 25/-	Rs. 7/-	Rs. 150/- and above	Amount by which pay falls short of Rs. 156-50
Upto Rs. 100/- Basic pay			
From Rs. 101/- + D.P. Rs. 27½	The amount by which pay falls short of Rs. 134-50 (Pay+D.P.)		



TABLE 5.5 CHANGES IN BASIC WAGE RATES AND GROSS EARNINGS OF SELECTED SEMISKILLED OCCUPATIONS

Occupation	Basic Wage Rates			Gross Earnings						
	From 1st June, 1951 up to 30th Sept., 1957	From 1st Oct., 1957 to 30th June, 59	From 1st July, 1959	From 1st June, 1951 up to 30th Sept., 1957	From 1st Oct., 57 to 30th June, 59	From 1st July, 1959 to 30th Oct., 1961	From 1st November 61	Rs.	Rs.	Rs.
	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini.	Maxi.	Mini.	Maxi.
Tindal	40 60	40 60	85 110	87 117	92 122	102.50 127.50	107.50 132.50			
Fireman*	35 60	40 60	80 110	82 117	92 122	97.50 127.50	102.50 132.50			
Winchman**	35 60	50 60	95 110	82 117	102 122	112.50 127.50	117.50 132.50			
Mate	35 50	35 50	75 95	82 97	87 102	92.50 112.50	97.50 117.50			
Capstanman	35 60	35 60	75 110	82 117	87 122	92.50 127.50	97.50 132.50			

\* Apart from firemen; greasers, B.T.M. Fitters, caulkers and dolly men also come under this pay-scale.

**\*\* In this pay-scale, cassabs also come in addition to winchmen.**



TABLE 5.6 CHANGES IN BASIC WAGES AND GROSS EARNINGS OF SELECTED UNSKILLED OCCUPATIONS

Occupations	Basic Wage Rates				Gross Earnings			
	From 1st June, 51 upto 30th Sept., 57	From 1st Oct., 1957 to 30th June, 1959	From 1st July, 1959	From 1st June, 51 upto 30th Sept., 1957	From 1st Oct., 1957 to 30th June, 1959	From 1st July, 1959 to 31st Oct., 1961	From 1st November, 1961	
	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	
	Rs. Rs.	Rs. Rs.	Rs. Rs.	Rs. Rs.	Rs. Rs.	Rs. Rs.	Rs. Rs.	
Khalasi*	35 40	30 50	70 95	82 87	80 100	85.00 112.50	90.00 117.50	
Khalasi** Shore	30 35	30 35	70 85	75 82	80 87	85.00 102.50	90.00 107.50	
Trimmer	30 35	32 40	70 89	75 82	82 92	85.00 106.50	90.00 111.50	
Lascar	35 40	32 50	80 95	82 87	82 100	97.50 112.50	102.50 117.50	
Jamedar	35 50	40 60	80 110	82 97	92 122	97.50 127.50	102.50 132.50	
Havaldar	40 60	40 60	80 110	87 117	92 122	97.50 127.50	102.50 132.50	

\* Marine Khalasis and Boatmen also come under this pay-scale.

\*\* Watchmen, Gangmen and coal boys also come under this pay-scale.

TABLE 5.7 CHANGES IN BASIC WAGE RATES AND GROSS EARNINGS OF  
SELECTED OCCUPATIONS OF EMPLOYEES OTHER THAN WORKERS

Occupations	Basic Wage Rates				Gross Earnings					
	From 1st June, 1951 up to 30th Sept., 1957	From 1-10-57 to 30-6-59	From 1-7-59	From 1st June, 1951 up to 30th Sept., 57	From 1-10-57 to 30-6-59	From 1-7-59 to 30-10-61	From 1-11-1961			
	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini. Maxi.	Mini.	Maxi.	Mini.	Maxi.
Clerk E or Clerk II*	Rs. 60 Rs. 130	Rs. 60 Rs. 150	Rs. 110 Rs. 200	Rs. 117 Rs. 185	Rs. 122 Rs. 210	Rs. 127.50 Rs. 220.00	Rs. 132.50	Rs. 230.00		
Tallyman**	40 60	60 85	110 135	87 117	122 147	127.50 152.50	132.50	157.50		
Clerk D or Clerk I***	80 35	220 40	130 75	137 82	142 87	147.50 92.50	152.50	330.00		
Peon	100 60	185 150	240 200	157 117	162 122	176.50 220.00	186.50	270.00		
Charge hand	60 30	150 35	200 70	117 75	122 80	127.50 102.00	132.50	230.00		
Ferry Clerk	30 35	60 100	150 185	75 82	87 80	102.00	92.50	107.00		
Messenger boy										

\* Time-keepers also come under this pay-scale.

\*\* Checkers also come under this pay-scale.

\*\*\* Senior typists also come under this pay-scale.

Mini.: Minimum; Maxi.: Maximum.

TABLE 5.8 INDEX NUMBERS OF REAL EARNINGS OF EMPLOYEES  
(BASE 1951-100)

Year.	Cost of living Index	Skilled			Semiskilled			Unskilled			Staff		
		Index of money	real earnings	Index of money	real earnings	Index of money	real earnings	Index of money	real earnings	Index of money	real earnings	Index of money	real earnings
August 1951	100.00	—	—	—	—	—	—	—	—	—	—	—	—
August 1952	94.57	102.56	108.45	101.21	107.62	101.21	107.62	101.21	107.62	102.56	108.45	102.56	108.45
August 1953	101.54	105.12	103.52	102.43	100.87	102.43	100.87	102.43	100.87	105.12	103.52	105.12	103.52
August 1954	97.87	107.69	110.03	103.65	105.90	103.65	105.90	103.65	105.90	107.69	110.03	107.69	110.03
August 1955	85.37	110.25	129.02	104.87	122.84	104.87	122.84	104.87	122.84	110.25	129.02	110.25	129.02
August 1956	98.13	112.82	114.97	106.09	108.11	106.09	108.11	106.09	108.11	112.82	114.97	112.82	114.97
August 1957	112.23	115.38	102.80	107.43	95.72	107.43	95.72	107.43	95.72	115.38	102.80	115.38	102.80
August 1958	113.29	122.22	107.88	120.73	106.56	120.73	106.56	108.53	95.80	128.20	113.16	128.20	113.16
August 1959	122.87	130.34	106.07	132.31	107.66	132.31	107.66	132.31	107.66	136.20	110.85	136.20	110.85
August 1960	118.61	133.76	112.77	134.75	113.60	134.75	113.60	134.75	113.60	140.59	118.53	140.59	118.53
August 1961	124.80	137.18	109.92	138.41	110.90	138.41	110.90	138.41	110.90	143.16	115.35	143.16	115.35
August 1962	127.39	144.87	113.72	146.95	115.35	143.29	112.49	143.29	112.49	150.85	117.95	150.85	117.95

Cost of Living Indices of Visakhapatnam have been taken from the Labour Law Journal, Madras.

Index of Real Earnings (base 1951-100) have been calculated by this formula : Index of money earnings  $\times 100/\text{Cost of living index}$ .

TABLE 5.9 AVERAGE COMPOSITION OF WORKERS' HOUSEHOLD  
ACCORDING TO ECONOMIC STATUS AND AVERAGE MONTHLY  
PER CAPITA INCOME

<i>Category</i>	<i>Self sup- porting</i>	<i>Earning dependents</i>	<i>Non-earning dependents</i>	<i>Average size of household</i>	<i>Average monthly per capita income</i>
Skilled	1.17	0.34	5.71	7.22	23.90
Semiskilled	1.18	0.20	5.00	6.31	20.08
Unskilled	1.37	0.18	4.66	6.32	19.43
Overall	1.24	0.24	5.12	6.55	21.01

TABLE 5.10 AVERAGE MONTHLY INCOME PER WORKER'S HOUSEHOLD UNDER SUBSIDIARY SOURCES  
(Regular Workers)

	Skilled			Semiskilled			Unskilled			Total		
	N	I	T	N	I	T	N	I	T	N	I	T
Number of workers having in-												
come from subsidiary sources	8	—	8	8	—	8	22	5	27	38	5	43
Percentage in total	26.66	—	22.86	28.57	—	22.86	45.83	29.41	41.54	35.85	17.24	31.85
<hr/>												
	Rs. Ps.			Rs. Ps.			Rs. Ps.			Rs. Ps.		
Employment of family												
members	7.65	—	6.56	17.50	—	14.00	20.76	16.18	19.56	17.98	9.48	16.15
Land	0.54	—	0.47	0.30	—	0.25	0.27	—	0.20	0.35	—	0.28
House	—	—	—	—	—	—	2.50	—	1.85	1.13	—	0.90
Business	1.16	—	1.00	—	—	—	1.46	3.53	2.00	1.56	2.07	1.22
Others	—	—	—	—	—	—	0.31	—	0.23	0.14	—	0.11
Total	9.35	—	8.03	17.80	—	14.25	25.37	19.71	23.84	21.16	11.55	18.66

N. : Natives; I. : Immigrants; T. : Total.

TABLE 5.11 AVERAGE MONTHLY INCOME OF SELECTED WORKERS (REGULAR WORKERS)

	Skilled		Semiskilled		Unskilled		Overall					
	N	I	T	N	I	T	N	I	T			
Rs.Ps. Rs.Ps. Rs.Ps. Rs.Ps. Rs.Ps. Rs.Ps. Rs.Ps. Rs.Ps. Rs.Ps. Rs.Ps.												
Average income per worker from employment in Port	165.62	158.30	164.66	109.72	109.64	112.56	98.47	100.05	99.04	120.47	112.42	119.52
Average income per worker from subsidiary sources	9.35	—	8.03	17.80	—	14.25	25.37	19.71	23.84	21.16	11.55	18.66
Average income from all sources per worker	174.97	158.30	172.69	127.52	109.64	126.81	123.84	119.76	122.88	141.63	123.97	138.18
Average income per worker from overtime allowance, hard duty allowance etc.	0.83	—	0.74	1.34	0.95	1.26	0.72	1.05	0.81	0.92	0.84	0.91

N : Natives; I : Immigrants; T : Total.

TABLE 5.12 PERCENTAGE DISTRIBUTION OF RATING FOR SKILLED WORKERS (PORT – REGULAR LABOUR)

Items of rating	Order of preference					
	I	II	III	IV	V	VI
Higher wages	80.00	17.14	—	—	2.86	—
More leave	—	37.15	17.14	31.43	8.57	5.71
Better working conditions	5.71	22.86	22.86	40.00	8.57	—
Better living conditions	5.71	17.14	25.71	11.43	37.15	2.86
Security of job	8.58	5.71	34.29	8.57	34.28	8.57
Fair grievance procedure	—	—	—	8.57	8.57	82.86
Total	100.00	100.00	100.00	100.00	100.00	100.00

TABLE 5.13 PERCENTAGE DISTRIBUTION OF RATING FOR SEMISKILLED WORKERS

Items of rating	Order of preference					
	I	II	III	IV	V	VI
Higher wages	88.57	11.43	—	—	—	—
More leave	—	22.86	42.86	28.57	5.71	—
Better working conditions	2.86	17.14	20.00	42.86	14.28	2.86
Better living conditions	—	28.57	22.86	20.00	25.71	2.86
Security of job	8.57	20.00	14.28	5.71	40.01	11.43
Fair grievance procedure	—	—	—	2.86	14.29	82.85
Total	100.00	100.00	100.00	100.00	100.00	100.00

TABLE 5.14 PERCENTAGE DISTRIBUTION OF RATING FOR UNSKILLED WORKERS (PORT – REGULAR WORKERS)

Items of rating	Order of preference					
	I	II	III	IV	V	VI
Higher wages	72.31	10.77	10.77	4.61	1.54	—
More leave	1.54	27.69	27.69	32.31	6.15	4.62
Better working conditions	12.31	30.77	23.07	30.77	3.08	—
Better living conditions	4.61	15.38	23.08	21.54	30.77	4.62
Security of job	7.69	13.85	10.77	7.69	41.54	18.46
Fair grievance procedure	1.54	1.54	4.62	3.08	16.92	72.30
Total	100.00	100.00	100.00	100.00	100.00	100.00

TABLE 5.15 RATING OF ALL SELECTED WORKERS (Port – Regular Workers)

Items of rating	Order of preference					
	I	II	III	IV	V	VI
Higher wages	78.52	12.59	5.19	2.22	1.48	—
More leave	0.74	28.89	28.89	31.11	6.67	3.70
Better working conditions	8.15	25.18	22.22	36.31	7.40	0.74
Better living conditions	3.70	19.27	23.90	18.52	31.11	3.70
Security of job	8.15	13.33	17.78	7.40	39.28	14.06
Fair grievance procedure	0.74	0.74	2.22	4.44	14.06	77.80
Total	100.00	100.00	100.00	100.00	100.00	100.00



TABLE 5.16 SOURCE-WISE INDEBTEDNESS IN TOTAL AND PER WORKER

Source	Skilled			Semiskilled			Unskilled			Total		
	No. of indebted workers	Total indebtedness	Debt per indebted worker	No. of indebted workers	Total indebtedness	Debt per indebted worker	No. of indebted workers	Total indebtedness	Debt per indebted worker	No. of indebted workers	Total indebtedness	Debt per indebted worker
Credit Society/Urban		Rs.	Rs. nP.		Rs.	Rs. nP.		Rs.	Rs. nP.		Rs.	Rs. nP.
Bank	19	13,662	720-10	16	6,155	384-69	22	8,444	38-38	57	27,961	490-52
Provident Fund	7	3,070	438-57	7	1,033	147-57	14	1,520	108-58	28	5,623	200-82
Money lenders or friends etc.	12	9,862	821-83	17	11,750	691-18	26	23,718	912-23	55	45,330	824-18
Total	27	26,594	985-00	28	18,338	645-92	42	33,682	801-95	97	78,614	810-45

TABLE 5.17 CAUSEWISE PERCENTAGE OF INDEBTEDNESS OF  
SELECTED REGULAR WORKERS

<i>Cause</i>	<i>Skilled Rs.</i>	<i>Semiskilled Rs.</i>	<i>Unskilled Rs.</i>	<i>Total Rs.</i>
Purchase of land	—	—	—	—
House construction	0.53	0.98	14.81	6.28
Occupational purpose	0.57	—	0.36	0.37
Marriage	12.31	16.84	39.39	23.99
Sickness	8.58	18.52	9.92	11.19
Death	—	—	0.46	0.18
Domestic Needs	70.12	63.66	35.06	54.88
Miscellaneous	7.89	—	—	3.11
Total :	100.00	100.00	100.00	100.00

TABLE 5.18 FREQUENCY DISTRIBUTION OF INDEBTED SELECTED  
REGULAR WORKERS AMONG INDEBTEDNESS GROUPS

<i>Indebtedness groups (in Rupees)</i>	<i>Skilled (in per- centage)</i>	<i>Semi- skilled (in per- centage)</i>	<i>Unskilled (in per- centage)</i>	<i>Total (in per- centage)</i>
Debt up to Rs. 50-00	3.70	—	—	1.03
Rs. 50-100	3.70	—	2.38	2.06
Rs. 100-200	3.70	10.71	19.05	12.37
Rs. 200-400	11.11	14.29	19.05	15.46
Rs. 400-600	22.23	35.71	19.05	24.74
Rs. 600-800	14.81	10.71	9.52	11.34
Rs. 800-1,000	7.41	14.29	2.38	7.22
Above Rs. 1,000	33.34	14.29	28.57	25.78
Total :	100.00	100.00	100.00	100.00



## CHAPTER VI

### STRIKES, DISPUTES AND AWARDS

One of the most dynamic factors that contribute to higher production and productivity in industry is the existence of industrial harmony. Since the success of an organization and its progress depend upon the efforts of the employees, anything that tends to vitiate their working environment would invariably have an adverse impact on the efficiency of the organization.

In the day today administration of an enterprise, the management has to formulate many policies and adopt measures some of which involve the interests of the employees. As the interests of the management and employees are not always identical, sometimes the decisions of management lead to discontent among the workers threatening to endanger the harmonious relations between management and the employees. This discontentment often manifests itself in the form of strikes when workers decide to abstain from work until such time their demands are conceded. If, in the opinion of the management, the demands of the workers are unreasonable and their attitude is stubborn and unhelpful, the management apprehensive of possible damage to the productive equipment, declares a lock-out, temporarily suspending the operations of the organization. Either of these adversely affects production and organizational performance.

Discontentment among workers may arise due to inadequacy of wages relative to the minimum needs of the workers, uncertainty of employment, unsatisfactory working conditions, lack of opportunities for self-development, and the inability to meet the social needs while being an employee of the organization.

On the other hand, management in the interests of organizational survival and progress, insists upon the linking up of wages and other benefits to the productivity of the workers and

the competitive conditions of the business which determine the ability of the organization to pay.

Since the respective positions of the management and workers are not easily reconcilable, in the absence of a spirit of mutual accommodation and compromise industrial harmony is often jeopardised leading not only to economic losses to the enterprise, but what is even more important, to incalculable harm to the relations between management and workers, and the morale in the organization.

In India, issues relating to wages, dearness allowance and bonus, account for more than 50 per cent of the mandays lost through strikes and lock-outs. Next come the personnel problems such as recruitment, transfers, promotions, retrenchment. Since these issues form the core of industrial relations, maintenance of good industrial relations becomes a very important objective and responsibility of the management which is committed to steering the organization to success.

#### (a) *Grievance Procedure*

The complexities of industrial organization, in a country like India where illiteracy is high and people seeking industrial employment are largely drawn from rural backgrounds, often give rise to employee grievances. Unless these grievances are promptly attend to, they would tend to assume disproportionate postures culminating in industrial unrest and dampened morale of employees. A grievance procedure based on the principles of simplicity, promptness, acceptability and universality is therefore essential for every organization.

In spite of the crucial importance of the grievance procedure the Port did not have any formal, well-publicised procedure. The employees union repeatedly requested the management to adopt a grievance procedure on the lines suggested by the tripartite Indian Labour Conference in 1959. However, the management even after having accepted it in principle, did not initiate action to establish any formal grievance procedure.

(b) *Strikes*

In Visakhapatnam Port, the absence of significant industrial strife is evidenced by the fact that there were only two general strikes involving a large number of employees in the Port in the last seventeen years. These two general strikes were conducted in the years 1946 and 1958. An intensive study of the strikes during the last five years shows that there was one general strike in the year 1958, one sectional strike in the year 1959, four sectional strikes in the year 1960, and one sectional strike in the year 1961. In addition to these, there was also one hunger-strike in the year 1959 (from 15th July to 22nd July). Thus there were no strikes covering even one department as a whole. The detailed analysis of strikes is as follows :

1958 : This was a part of All India strike organised in all the major Ports of India for 12 days, from 16th June, 1958 to 27th June, 1958. Except for about 560 employees, all the rest participated in the strike. The clerical and supervisory staff had not participated in this strike. The employees insisted on the implementation of the recommendations of the Chaudhuri Committee and the general upward revision of wages and salaries.

As a result of the direct negotiation between the All India Federations of Port and Dock Workers with the Government of India and on an assurance given by the Prime Minister, the strike was called off and immediately a committee for the classification and categorisation of Class III and Class IV posts of major Ports was constituted. The recommendations of the Committee were final and binding. The decisions of the Committee resulted in upward revision of pay scales in many a category.

Mandays lost 24,477 : Wages lost Rs. 87,848.

1959 : About 178 workers in two sections of the Engineering department went on strike (as a protest against the suspension order issued against a mate in the Engineering department) for less than one day on 28th February, 1959. The management

refused to accede to the wishes of the workers. The mate was subsequently dismissed from service.

Mandays lost 131.

Some casual labourers also participated in this strike.

Mandays lost 8.

2. On the 15th July, 1959 a worker in the Engineering department went on hunger strike demanding reinstatement of the mate (referred to above) in the Engineering department who was removed from service. The demand did not succeed.

1960: On the 28th March, 1960, 837 workers in the Marine, Mechanical and Traffic departments went on strike demanding payment of overtime work on holidays instead of granting compensatory day off.

Mandays lost 1,392.

2. On the 15th April, 1960, 159 lightering staff staged a strike for only one day for the same reason i.e., payment of overtime for work on approved holidays.

Mandays lost 159.

3. 144 workers of lightering section of the Traffic department went on strike for one day for the same reason i.e., as a protest against non-grant of compensation for work done on paid holidays at overtime rates.

Mandays lost 144.

4. On the 16th December, 1960 about 157 workers in the Traffic department refrained from work for one day.

Mandays lost 157.

1961: 127 workers belonging to country boats, plying from shore to ships in moorings staged a strike for one day.

Mandays lost 127.

1962: 147 Casual labour working in the Traffic department struck work for 4 days as their demand for higher wages was not conceded.

As seen from the above, apart from the general strike organised in 1958, a sympathetic strike in 1959, 3 strikes demanding payment of overtime for work on holidays in 1960 were observed. The departments of Administration, Accounts and Stores were completely free from strikes during the period under study. The number of mandays lost was at its peak in the year 1958 with 24,477 days because of the general strike conducted that year. In the year 1959, the number of mandays lost was only 139 and in the year 1960, this figure increased to 1754. Again in the year 1961 this declined to 127.

The frequency and severity rates of strikes had also been calculated for regular workers and given in the following table :

<i>Year</i>	<i>No. of Strikes</i>	<i>No. of workers involved</i>	<i>No. of mandays lost</i>	<i>Frequency rate*</i>	<i>Severity rate†</i>
1958	1	2,150	24,477	0.1371	3,355
1959	1	178	131	0.1328	17
1960	4	1,101	1,754	0.5051	221
1961	1	127	127	0.1263	16

Frequency rate given in this Table, particularly of the year 1960, gives a distorted picture since it is based on four work stoppages which were purely sectional in magnitude. With the exception of 1960, the table reveals that the trend of frequency rate was decreasing from 0.1371 in 1958 to 0.1263 in 1961. The severity rate shows the degree of the seriousness as measured by the number of manshifts lost. Thus, in the analysis of strikes the severity rate is an important index as it takes into account both manshifts lost and scheduled to work. The severity rate with 3,355 in the year 1958 which was the maximum due to the general strike in the period under study came down to 17 in the year 1959. The rate again rose to 221 in 1960 and in the next year i.e., 1961, it came down to the lowest level of 16.

\*Frequency rate is the ratio of the number of industrial strikes, to one lakh of mandays scheduled to work.

†Severity rate is the ratio of total mandays lost due to industrial strikes to one lakh of mandays scheduled to work.



The absence of any significant industrial strike during the period under study, with the exception of 1958, has already been noted above. It will perhaps be quite interesting to enquire into the reasons that contributed for such a trend. This should be particularly viewed in the context of frequent work stoppages that took place in the Visakhapatnam area and in other major ports in India.

This trend may be traced to the policies pursued by the union leaders and the management, to avoid a strike which was considered by them as a last resort. The negotiating machinery started from 1953 onwards was observed to have created an atmosphere in which all the disputes and differences could be resolved by mutual negotiations. It may be noted in this context, that the Union which gave a strike notice on the 4th December, 1957 incorporating about 31 demands and disputes decided to withdraw the strike notice as a result of the negotiations held between the leaders of the union, the Deputy Secretary, Ministry of Transport and Communications, Chief Labour Commissioner (Central) and the Port Administrators.

The absence of major strikes might have been accounted for perhaps by the low ebb of union activity on the part of workers. The Harbour and Port Workers' Union which was the only union for regular workers in the Port commands membership only to the extent of less than half of the total regular labour force working in the Port.

### (c) *Disputes*

A negotiating machinery was started under the instructions of the Railway Board in the year 1952 for maintaining contacts with the representatives of the Port employees and resolving the disputes and difference which may arise between the employees and the administration. The machinery was in three tiers at Departmental Officers level—with the Port Administrative Officer—with the General Manager, Eastern Railway.

The machinery worked regularly up to the transfer of administrative control of the Port from the Ministry of Railways to the Ministry of Transport and Communications and thereafter also, the negotiations between the management and the unions were conducted on this pattern. It appears that up to the end of 1959 this pattern of negotiations was closely followed to be dealt with by correspondence and this method assumed importance rather than direct talks on the pattern previously followed.

The Non-Gazetted Officers' Association referred 34 disputes to the management during the year 1953. Of these, as many as 30 disputes were settled. Out of the 34 cases referred, personnel causes (i.e., recruitment, promotion, transfers and discharges) accounted for 19. The four disputes regarding wages and allowances referred to in this year were settled in favour of employees. Out of the 19 disputes under personnel causes, as many as 15 were settled in favour of employees; in two cases the Association accepted the views of the management and in one case no settlement was reached. Five cases out of six which demanded extra staff were settled in favour of employees and only one was not settled. Five cases relating to employee services and programmes (housing, uniforms, provident fund, welfare activities, and working conditions etc.) were referred to the management in this year and with the exception of one, all the remaining four were settled in favour of employees. Thus 28 disputes out of 34 referred in this year were settled in favour of employees. In two cases, the Association accepted the views of the management and only three remained unsettled.

In the year 1954, the disputes referred decreased to 28. The demands under employee services and programmes ranked first with 13 cases and the demands under personnel causes came next with 10 cases. Nine cases under employee services and programmes and eight cases under personnel causes were settled. One case each of wages and allowances and demand for extra staff were settled. Out of three cases of leave, holidays and time-offs referred in this year two were settled. Thus, out of 28 cases referred in this year, 21 cases were settled in favour of employees and in one case the Association accepted the views of

the management ; two were partially settled ; three were not settled ; and in one case the settlement was not known.

Only 12 demands and disputes were referred in the year 1955. The cases under employee services and programmes accounted for eight. Six of these cases were settled and one was partially settled, and the remaining one was not settled. The only one case under leave, holidays and time-offs was settled. Out of two cases under personnel causes referred, one was settled. The only one case of wages and allowances referred in this year was not settled. Thus, in the total of 12, eight cases were settled in favour of employees and one was partially settled. Only two cases were not settled.

Two cases under personnel causes, one case under employee services and programmes and one under miscellaneous totalling four were referred in the year 1956. One case under personnel causes and one under miscellaneous were settled in favour of employees. In one case of employee services and programmes, the Association accepted the views of the management.

In the year 1959\*, 16 cases were referred. Of these 10 were settled in favour of employees. Employee services and programmes accounted for eight cases. Out of this, five were settled in favour of employees and the remaining three were not settled so far. One case each of demand for extra staff, leave, holidays and time-offs which were referred in this year were settled in favour of employees. Of the three cases under personnel causes, two cases were settled in favour of employees and in the other cases the Association accepted the views of the management. Out of two cases under wages and allowances one was settled. Out of three disputes referred under personnel causes two were settled. The remaining one case ended in the Association accepting the views of the management. The only case under demand for extra staff was settled in favour of employees. One case referred under leave, holidays and time-offs was settled in favour of employees. The only one case under miscellaneous causes was not settled.

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\*The details of disputes referred in the years 1957 and 1958 by the Port Non-Gazetted Officers' Association were not available.

In the year 1960, two cases were reported to have been represented. These related to personnel causes. The two were settled in favour of employees.

Speed of settlement: As already stated out of 34 disputes which were referred, in 1953, only thirty were settled during the period of study i.e., before 1961. It is observed that out of the 30 settled cases, only 13 cases were settled in that year (1953) itself; 11 cases were settled in the next year i.e., 1954. Out of the remaining six, one in 1955, four in 1956 and one in 1959 were settled. Causewise analysis shows that the disputes and demands other than the demands for extra staff were mostly settled either in that year or in the succeeding year. The demands for extra staff were mostly met in the years 1956 and 1959. This has also been supported by the finding of our enquiry that recruitment of staff was high in the years 1956 and 1959 in response to the demand for additional staff by the Association.

Out of the 28 disputes which were referred in 1954, 22 were settled before 1961. Of these as many as 18 were settled in that year itself. Only two cases of employee service and programmes, one case of wages and allowances and one case of demand for extra staff were settled in the years 1955, 1956 and 1959 respectively.

In the year 1956, there were only four referred disputes. Out of this two were settled in that year itself and one in the next year.

Similarly, in respect of disputes and demands relating to 1959 as many as seven out of a total of 11 cases were settled in the year 1959 itself. Of the remaining four, three were settled in the immediately following year.

Of the two cases referred in the year 1960, one was settled in the same year and the other in the following year.

This analysis shows that a large number of demands and disputes were settled either in the same year or in the following year. Only the cases which demanded extra staff in the years 1953, 1954 and 1955 took a much longer time, as additional staff were recruited mostly in the years 1956 and 1959.

Analysis as to the stage of starting and the stage of settlement of disputes referred by the Port Non-Gazetted Officers' Association shows that a good number of disputes that arose in the years 1953, 1954 and 1955 were settled at the level of Port Administrative Officer. Out of a total of 30 settled disputes as many as 18 were settled by the Port Administrative Officer. In respect of other years, 13 out of 22 settled disputes of 1954; six out of eight settled disputes of 1955; one out of three settled disputes of 1956 and four out of 11 settled disputes of 1959 were settled at the level of Port Administrative Officer.

At the departmental stage, though as many as 16 disputes were referred in 1953, three disputes were settled at that stage. In respect of other years, the number of disputes settled out of the number of disputes referred at this stage were, one out of three in 1954; one out of four in 1955 and two out of three in 1956.

Even though there were no disputes directly referred at the General Manager's level in 1953, eight disputes—comprising seven disputes referred at the departmental level and one at Port Administrative Officer level—were settled. Similarly in 1954 also, in addition to the settling of four disputes directly referred at this stage, three disputes started at the Port Administrative Officer stage were also settled.

In respect of the disputes arising in the year 1959, the Ministry of Transport settled a good number of disputes.

Coming to workers, only the disputes referred to the Administrative Officer, the General Manager, South Eastern Railway and the Secretary, Ministry of Transport and Communications were available.

The nature of settlement of these disputes for the years 1953 to 1961 shows that in the year 1953, 61 disputes were referred to the administration. Causewise breakdown indicates that employee service and programmes accounted for 19 cases; wages and allowances for 11 cases and personnel for 10 cases. Demands for extra staff were made in seven cases in the year; leave, holidays and time-offs accounted for five; two cases of disciplinary action were also under dispute and the rest seven were under miscellaneous. Out of these total 61 disputes referred,

only six disputes were settled in favour of the employees. Three of these cases related to employee service and programmes, two for leave, holidays and time-offs and the remaining one relates to personnel causes. In one case, the Union accepted the views of the Management. One case was partially settled. As many as 31 cases remained unsettled.

In the year 1954, only seven cases were referred. Of these, three cases were settled in favour of the employees and another three were not settled. Two of the settled cases were under personnel causes and one related to miscellaneous causes.

Of the 33 cases referred in 1955, as many as 18 were settled in favour of employees, one was partially settled and five were not settled. Of the 10 cases of employees services and programmes referred in this year only three were settled, and out of the eight personnel cases six were settled. A large number of cases under miscellaneous were also settled.

In the year 1956, eight cases were settled in favour of the employees out of a total of 17 cases referred. From out of six cases under personnel causes and three out of four under miscellaneous causes, were settled. Only one case under wages and allowances was settled even though as many as five cases of this group were referred. So we find that eight disputes were settled, five were partially settled and the remaining four were not settled.

In the year 1957, one-third of the cases (11 out of 33) referred were settled in favour of the employees. In seven cases the Union accepted the views of the Management, bringing the total settled disputes to 18. Employee services and programmes and personnel causes accounted for nine and six, respectively, in the total disputes referred. Four disputes of employee services and programmes and three under personnel causes were settled in favour of employees. In respect of the two cases of employee service and programmes, the Union accepted the views of the Management. One out of four cases of wages and allowances, one out of three cases of disciplinary action and two out of nine cases under miscellaneous causes were settled in favour of employees. Further, in three cases of miscellaneous causes, two cases of leave, holidays and time-offs and two cases of



employee services and programmes the Union accepted the views of the Management. Five disputes were partially settled in this year and only nine disputes of this year were not settled.

Eighteen disputes were referred in the year 1958. Of these, eight were settled in favour of employees and in five cases, the Union accepted the views of the Management. Thus in all 13 cases were settled. Causewise analysis shows seven related to personnel causes, four cases related to wages and allowances, two cases under employee services and programmes, one case related to leave, holidays and time-offs and four to miscellaneous causes. Of these only two cases of wages and allowances and four personnel causes and two cases under miscellaneous were settled in favour of the employees. One case under miscellaneous causes was partially settled in this year. Thus, only four cases relating to this year were not settled.

In the year 1959, 11 cases under personnel causes, 11 cases under disciplinary action, eight cases under employee services and programmes, four cases of wages and allowances and four under miscellaneous and one under leave, holidays and time-offs were referred. Six cases of employee services and programmes, five cases under personnel causes, three cases of disciplinary actions, three cases of miscellaneous causes, one case each of leave, holidays and time-offs and wages and allowances were settled in favour of the employees. Three cases of disciplinary actions and one case of wages and allowances were partially settled. A large number of cases under personnel disciplinary action were not settled in this year.

In the year 1960 only two cases were reported to have been referred, one case falling under wages and allowances and one relating to employee services and programmes. Both the cases were settled in favour of the employees.

In the year 1961, six cases were referred. Of these three cases were settled. Of these three, two cases were under wages and allowances and the other three under employee services and programmes.

Thus this analysis shows that the number of disputes referred had been decreasing from year to year though with slight fluctuations. Nearly half of the demands and disputes raised by the

workers' union in each year were favourably settled except in the year 1953.

The seven disputes (settled) relating to the year 1953 were settled in the same year. Similarly in 1954 also all the three disputes (settled) were settled in the same year. In the year 1955 all the settled disputes were in the same year. In 1956, with the exception of one, all the disputes were settled in the same year. In the year 1957, of the 18 settled disputes nine were settled in the same year and nine in the next year. In 1958 all the settled disputes were settled in the same year. Similarly in 1959 with the exception of one, all were settled in the same year. The two disputes of 1960 were settled in the year 1961. All the disputes of 1961 were settled in the same year.

Thus this analysis shows that a large number of disputes arising in each year were settled in the same year. A number of disputes were settled at the level of Port Administrative Officer with the exception of 1955 and 1957. Further, all the disputes referred to this stage in the years 1953, 1954, 1956, 1958, 1960 and 1961 were settled at this stage itself. Only in the years 1955, 1957 and 1959 a few disputes referred to this stage were solved at the next higher stage i.e., General Manager, South Eastern Railway or Secretary, Ministry of Transport and Communications. In the years 1955 and 1956, 15 and 4 disputes respectively were solved at the stage of General Manager. In the year 1957 as many as 16 disputes were settled at the stage of Secretary, Ministry of Transport.

This analysis of disputes in the Port during the period 1953-1961 is useful also to appreciate the utility of the negotiating machinery that functioned in the Port regularly from 1953 to 1959. Our study indicates that this machinery had been able to serve a useful purpose since 1953 to 1959 in improving the atmosphere of industrial relations in the Port. The scope offered by this machinery for mutual negotiation exerted considerable influence on the attitudes of the union, association and the management towards the problems relating to employees - management. Though it cannot be said that a good number of disputes were settled immediately at the negotiating stage, its usefulness consisted in bringing both the parties into contact at regular intervals so as to enable them to discuss their



differences and to arrive at an amicable settlement at a later stage. Hence it may be suggested that the revival of this machinery is of advantage to both the unions and the management. It would be much more helpful if some more powers are given to the departmental officers so as to settle a good number of disputes at their stage rather than referring them to higher stages.

(d) *Awards*

There were three major industrial awards pertaining to Visakhapatnam Port since 1946. These three awards mainly deal with the wage structure of the Port employees. They were the Central Pay Commission Report 1947, the Jeejeebhoy Committee Report 1958-1961 and the Central Pay Commission Report 1957-1959. As per the recommendations of the Chaudhuri Committee, the Central Government accepted the principle of payment for work done on weekly rest days and holidays at double the ordinary rate of wages or substituted rest day plus half the ordinary rate, and implemented the same in the Port. Not only was the wage structure revised as per the Jeejeebhoy Committee Report, but certain number of posts such as typists, stenographers etc., were also upgraded. The recommendations of the Second Central Pay Commission resulted in many benefits to the Port employees. Apart from the revision of pay scales, some of the important benefits that accrued to the employees in the Port were revised rates of dearness and house rent allowance, payment of leave salary in advance, holidays and casual leave, children's educational allowance, grant of pensionary benefits, leave facilities for industrial staff etc.

## CHAPTER VII

### EMPLOYEE BENEFITS

Besides wages and salaries, one of the most important factors that attract employees to an organization is the nature and extent of fringe benefits. When they are taken together with wages and salaries, they determine the real earnings of the workers. These benefits usually take the form of housing, medical and educational facilities in addition to retirement benefits and other welfare measures.

The provision of these benefits naturally involves considerable amount of expenditure for the organization. Some people contend that as the present-day Governments take care of the welfare of the people, and provide for certain minimum statutory obligations on the part of the employers, no additional expenditure need be incurred over and above the minimum prescribed by law. Any such expenditure, by increasing the cost of production, would affect the consumers through higher prices and the owners through reduced returns on capital. This kind of voluntary help by employers, tends to dampen the individual initiative and enterprise, and ultimately makes them inefficient workers. It is contended that employers need not become custodians of social welfare, but concentrate on maximum economic performance of the enterprise.

On the other hand, it is argued that the fringe benefits, costly as they are, result in greater benefits to the organization in as much as they tend to increase the interest of the workers in the organization and promote their working efficiency. This reduces absenteeism and turnover, and creates a stable and loyal workforce. Where wages are low for unavoidable reasons, it is these benefits that sustain the interest of the employees in the organization. Since the personality of the worker cannot be split up, the problems and difficulties which he faces in his private life would come to have their

impact on his working efficiency. By providing some benefits in addition to the wages and salaries, the organization not only helps the employees, but ensures the stability and success of the organization in the long run. Provision of amenities and welfare measures commensurate with the resources of the organization and keeping in view the policy of encouraging employees to strive for self-development independently of the help rendered by the organization, is not only desirable but also helpful both to the employers and employees.

(a) *Housing*

If the present day industrial worker in India is physically inefficient, the intolerable housing conditions are in no mean degree responsible for it. More than 30 years back, the Royal Commission on Labour expressed its findings in regard to the appalling conditions of housing in India. The problem of housing at present is in no way different from the above observation of the Royal Commission. As such no attempt at raising the standard of living of the industrial worker can be successful without an early solution of the housing problem.

Housing activity in the Port was started in a considerable measure only recently. Though the construction of quarters for Class I Officers started as early as 1933, considerable construction of houses for Class III and Class IV employees was started only from the year 1948-49. Three independent housing colonies at Malkapuram, Kancharapalem and in the Port area had been established. There were about five hundred and sixty seven residential units (including officers' quarters comprising terraced, tiled and asbestos units). For the purpose of allocation of quarters the Residential Quarters Committee was constituted on 1st April, 1956 with seven members comprising three Gazetted Officers, one elected from each of the Class III and Class IV staff and one representative each from the Harbour and Port Workers' Union and Non-Gazetted Officers' Association. The Executive Engineer was the Chairman of the Committee and the Senior Labour Welfare Inspector was the Secretary. The Committee meets once in a month and

maintains a list of a vacant quarters and allots them to departments concerned who will, in turn, allot to their staff from the waiting register in accordance with the existing rules. The Committee will be responsible to see that the quarters are not lying vacant for more than a month and also that there is no unauthorised occupation.

A very small percentage of workers were provided with housing accommodation. About three per cent of skilled and semiskilled and 8 per cent of unskilled were living in the quarters provided by the management. Among staff a considerable number of employees, 40% of G1, 45% of G2 and 20% of G3 were provided with housing accommodation by the management. Since a large number of workers were 'natives', 60 per cent of skilled 40 per cent of semiskilled and 54 per cent of unskilled were living in their own houses. This shows that slightly lesser number of employees were residing in rented houses, (other than the quarters provided by the management). 37 per cent of skilled, 57 per cent of semiskilled, and 38 per cent of unskilled were living in rented houses. Among staff 20 per cent of G1, 30 per cent of G2, and 25 per cent of G3 were residing in rented quarters.

As the distance from residence to work-spot will have its effects on productive efficiency, information was gathered as to the distance between the residence and place of work. In skilled category, it was found that, those residing between 1 and 3 miles and those residing above 3 miles accounted for 49 per cent and 37 per cent, respectively. Thus while in skilled category workers residing below one mile accounted for only 14 per cent, in semiskilled and unskilled categories workers were more or less equally distributed in these 3 types of distances. Among the staff a large number of G1 and G2 were residing within the distance of one mile. In G3 staff a large number of them were residing at a distance of above 3 miles.

The to and fro transport facility from their residence to work-spot is an important factor which determines their punctuality and working efficiency. A large number (63%) of skilled workers were coming by cycle. In semiskilled and unskilled, a large percentage of them i.e., 74 and 61, respectively, were coming to the work-spot by walk. 70 per cent of G1, 40

per cent of G2 and 65 per cent of G3 staff were coming by cycle. Since a considerable number of employees were coming by walk, it was thought fit to find out how far away their residences were situated. About 56 per cent of workers coming by walk had their residences situated more than one mile away. About 57 per cent of workers coming by cycle had their residences more than 3 miles away. About 43 per cent of staff coming by cycle to work-spot had their residences more than 3 miles away. About 39 per cent of staff coming by walk were from a distance of more than one mile. The distance to the colonies from work-spot could not be clearly ascertained as the work-spot was situated over a wide area. Roughly the Port area colony is situated at a distance of one furlong, Kancharapalem quarters 2 miles, Malkapuram quarters 3 miles. There was no conveyance to and fro provided by the management. Apart from the workers residing in these colonies there were many other workers who live in various parts of the city away from their place of work. Provision of some transport facility by the management might help the workers.

During the Railway administration the watchmen of Watch and Ward department were provided with rent-free quarters. The employees who were allotted quarters were required to pay either a standard rent, or 10% of their emoluments whichever was less. The standard rent was four per cent of the capital cost of the building to those who had been allotted quarters before 1st October, 1956 and to those who were allotted quarters after 1st October, 1956 it was six per cent. In addition, the employee had to pay the conservancy charges and electric current charges if the quarters were equipped with electricity. In those houses where a water tap was given inside the house, an additional charge of Rs. 2/- per mensem was recovered. Employees who were not residing in quarters were given house rent allowance.

The representatives of employees brought to our notice during our enquiry that the management need encourage the employees to build their own houses by giving them land and loan at concessional rates. It is understood that a master plan of constructing 400 additional quarters was dropped due to the paucity of finance. The housing accommodation provided so far satisfied only 5 per cent of the workers and 35 per cent of

the staff. Adequate housing accommodation will benefit both the management and the workers in a number of ways. About 44 per cent of the workers and 25 per cent of the staff were residing in rented quarters. The house-rent in Visakhapatnam was said to be the highest compared to other towns in the State. Hence it is suggested that the Port authorities in conjunction with the Government and local authorities should try to extend housing accommodation further to their employees. This leads to greater punctuality, higher efficiency and saving of incomes on the part of employees and thus improve morale.

(b) *Medical*

It is universally acknowledged that the employers have a duty towards the workers in mitigating their physical suffering which is due to industrial employment. The medical aid provided to the workers undoubtedly has good effects on them. It promotes, health and happiness of the employees and their families. The provision of First Aid is made obligatory on the part of employers by the Factories Act.

Medical assistance was one of the welfare measures provided by the Port administration. A centrally located well-equipped dispensary with three Assistant Surgeons, one of whom was a Lady Doctor, was maintained to provide medical treatment for the employees, their families and dependants. Cases requiring in-patient treatment are referred to the King George Hospital and to the Government Hospital for women and children of the Andhra Pradesh Government. An ambulance was always available. A qualified midwife was on the staff of the Dispensary. In addition to these, fully equipped First Aid Boxes were provided at all important places in the Dock area.

Opinions of the staff members about the introduction of Employees' State Insurance Scheme were also elicited in our survey. The following table shows their nature of response.

	<i>G1</i>	<i>G2</i>	<i>G3</i>	<i>Overall</i>
In favour of introduction	40.00	35.00	...	25.00
Against introduction	...	5.00	...	1.66
No idea	60.00	60.00	100.00	73.34
Total	100.00	100.00	100.00	100.00

As many as 73 per cent of staff had no idea about the details and the beneficial effects of the scheme. Only 25 per cent of staff gave their opinion in favour of introduction of the scheme. This percentage was much higher among G1 and G2 staff.

### (c) *Education*

The Royal Commission on Labour in their report recommended that “Education of industrial workers should receive special attention and the employers should try to develop the education of their workers’ children in their factory schools; and local bodies and employers should co-operate in creating special facilities for the education of workers’ children”. Just as medical facilities ensure good physical and mental health of the workers and their children, educational facilities ensure good intellectual and cultural development of the workers and their children.

The Port administration realized the importance of educational facilities for their employees’ children and in the year 1954, set up an elementary school in the Port area for imparting education up to the 5th standard. For those residing in Kancharapalem quarters, a single-teacher primary school was being run by the Panchayat Samithi for which a building had been freely given by the Port authorities. In these two schools education was provided free of charge. On enquiry we came to know that there was no problem of admission in these two schools. On an average, 80 per cent of the employees’ children were receiving education in these schools.

Since there were about 21 per cent of workers who were illiterate, it was felt that it would enable them, if educated, to understand better the problems and difficulties of management



which ultimately helps the growth of cordial relations between the workers and the management. There was no scheme of adult education in the Port.

(d) *Canteen*

Provision of canteen facilities is being increasingly recognised all over the world as an essential part of the welfare measures provided by the employers. The provision of good canteen facilities with cheap and clean food are beneficial to the workers as it saves time and trouble on account of exhausting journey to and from work. As such, the canteens are looked upon as instruments of welfare. The canteen movement, although developed well in Western Countries, is very slow in India. The Factories Act merely empowers the State Governments to make rules requiring that in any specified factory wherein more than 250 workers are ordinarily employed a canteen or canteens shall be provided and maintained by the occupier for the use of the workers.

In Visakhapatnam Port the number of canteens which stood at four in 1958-59 rose to seven in the year 1961-62. These seven canteens were located in Dock-yard Workshop, Port Workshop, S.D.Vizag, S.D. Visakha, Marine Foreman Section, Lightering Section, and Dock area. These canteens, on an average, were serving the following number of persons a day comprising regular employees, stevedore labour, shore labour and shipping and stevedore agents (particularly in the Dock area canteen).

<i>Canteen</i>	<i>No. of persons served</i>
Dock Area Canteen	1000
Marine Foreman Section Canteen	600
Lightering Section Canteen	600
Dock Yard Workshop Canteen	550
Port Workshop Canteen	160
S. D. Vizag Canteen	180
S. D. Visakha Canteen	180



It should be mentioned here that the Dock area canteen was opened in the year 1961–62 and this was well equipped with all modern facilities. Facilities such as buildings, utensils, electricity and water were granted by the Port administration.

Only in three canteens, i.e. the two Workshop Canteens and Dock-yard Canteen, preparations were also served in addition to tea. In the other four canteens, only tea was available.

All these Canteens were run by employees themselves by specially formed committees. The following table shows the frequency of visits of selected workers to canteen.

<i>Nature of visits to canteen*</i>	<i>Skilled</i>	<i>Semiskilled</i>	<i>Unskilled</i>	<i>Total</i>
Frequent	62.86	68.57	44.62	55.55
Sometimes	25.71	17.14	20.00	20.75
Never	11.43	14.29	35.38	23.70
Total	100.00	100.00	100.00	100.00

\*Here canteen includes private hotels near the Port.

From the above table it could be observed that 55 per cent of the regular workers were in the habit of visiting canteens frequently. Of all the regular workers, the semiskilled workers registered the highest percentage of 69 in visiting the canteens frequently. The skilled and unskilled workers visiting the canteens formed 63 per cent and 45 per cent respectively of the total labour force in these categories.

Opinions of staff members about canteen facilities provided by the management were also elicited and presented in the following table :

	<i>G1</i>	<i>G2</i>	<i>G3</i>	<i>Overall</i>
Good	25.00	10.00	45.00	26.66
Satisfactory	20.00	25.00	—	15.00
No idea	50.00	30.00	40.00	40.00
Unsatisfactory	5.00	35.00	15.00	18.34
Total	100.00	100.00	100.00	100.00

About 45 per cent of the G1, 35 per cent of G2 and 45 per cent of G3 were satisfied with the facilities of the canteens. The

overall percentage of staff who were not satisfied with the canteen facilities came to about 42.5 per cent of G1, 35 per cent of G2 and 15 per cent of G3. On the whole, about 18 per cent of the staff members expressed that the canteen facilities were not satisfactory. About 40 per cent of the staff members stated on our enquiry that they had no idea about the canteen facilities provided by the management.

Workers' opinion about the prices charged in the canteen are presented in the following table :

<i>Opinion*</i>	<i>Skilled</i> %	<i>Semiskilled</i> %	<i>Unskilled</i> %	<i>Overall</i> %
High	25.71	11.43	12.31	15.55
Reasonable	57.14	65.71	53.84	57.78
Low	14.29	11.43	3.08	8.15
No idea	2.86	11.43	30.77	18.52
Total	100.00	100.00	100.00	100.00

\* Here canteen includes private hotels also near Port.

Only about 26 per cent of the skilled workers, 11 per cent of the semiskilled workers and 12 per cent of the unskilled workers, (in all 16 per cent of the workers) stated that the prices charged by the canteen were high. 57 per cent of skilled, 66 per cent of semiskilled and 54 per cent of unskilled workers viewed the prices charged by the canteen as reasonable

The workers were also asked to suggest any improvements in canteen facilities. Some of the workers suggested that servers might be appointed for serving and that there was much scope for the improvement of quality.

#### (e) *Welfare Fund*

The Staff Welfare Fund was established in the year 1948 in the name of State Benefit Fund, while the Port was under the control of the Ministry of Railways. Subsequently, when the Port was transferred to the Ministry of Transport and Communications, its name has been changed as Staff Welfare Fund.

The objects of the Fund were to provide financial assistance for purposes such as (a) education of employees' children, (b) recreation and amusement for employees and their families, (c) relief of the distress caused by fire, flood etc., (d) to help employees in case of prolonged sickness and (e) to provide maternity benefits to their families. The rules for providing assistance to these different types of objects were framed periodically by the committee managing the Fund. This committee was presided by the Administrative Officer. The committee was composed of the Labour Officer, Secretary, Chief Accountant and some representatives of employees as members.

The major receipt to this Fund was the contribution by the management from the revenues of the Port. Assistance for amusement and recreational facilities to the employees and their families accounts for a major share every year in the expenditure of this Fund. Annual grants were provided out of this Fund to Visakhapatnam Port Gymkhana Club, Kancharapalem Club, Ladies Club and other recreational activities. The following table shows the trend of assistance provided under this head during the last five years.

<i>Year</i>	<i>Assistance (in Rs.)</i>
1957-58	1,400
1958-59	3,252
1959-60	2,080
1960-61	2,000
1961-62	2,900

The steep rise in the assistance in the year 1958-59 was due to the expenditure incurred in respect of children's parks, and expenses for entertainments and a large expenditure in respect of Ladies Club for starting classes in handicraft work, basket-making, sewing, knitting, music and dancing. Educational assistance ranked next, among assistances provided from the Fund. The rules for educational assistance which were framed on 19th July, 1962 restricted aid to the children of Class III and Class IV employees starting from high school education. Even for high school studies, no assistance would be given to the

children of Class III employees studying lower than IV Form. With these exceptions, the assistance would be provided from this Fund for high school, college and technical education of Class III and Class IV employees. The dependents other than children were not entitled for these benefits. The educational assistance provided from this Fund during the last five years is as follows :

<i>Year</i>	<i>No. of cases benefited</i>	<i>Amount (in Rs.)</i>
1957-58	66	965
1958-59	36	920
1959-60	40	1,148
1960-61	43	1,072
1961-62	84	1,596

As the above figures show, there was a gradual rise in the amount of assistance as well as the number of cases benefited. The third area of assistance from this Fund was relief to workers distressed by fire, floods and prolonged sickness. The figures of assistance towards the relief of distress in the last five years are as follows :

<i>Year</i>	<i>No. of cases benefited</i>	<i>Amount (in Rs.)</i>
1957-58	19	365
1958-59	26	695
1959-60	65	1,755
1960-61	92	1,885
1961-62	28	450

The significant rise in this assistance in the year 1960-61 was due to a large number of fire accidents. In the year 1961-62, although all the 28 applications received requiring this assistance were approved, the amount spent was very small. This was, perhaps, due to the less number of fire accidents and cases of prolonged sickness. It is also interesting to note here the applications received for this benefit and the applications finally approved in the last five years.

<i>Year</i>	<i>Applications received</i>	<i>Applications approved</i>
1957–58	23	19
1958–59	29	26
1959–60	71	65
1960–61	96	92
1961–62	28	28

Thus as the above figures show, a large number of applications received were approved. During the period under study, the maximum number of applications rejected was only six in the year 1959–60. It may be mentioned here that fire accidents shared a major portion of assistance under this head.

It is not out of context to mention here the views expressed by the office-bearers of both the recognised Union and Association. They represented that the composition of the committee managing the Staff Welfare Fund should be changed, giving proper representation to both the Union and the Association.

The minor departments may be grouped together and allotted one seat in the committee instead of grouping them with major departments which was resulting in the election of a member in many cases from the major departments. According to them, though their demand was pending for more than three and a half years, nothing was done so far.

#### (f) *Co-operative Stores*

The Visakhapatnam Port Employees Co-operative Stores Ltd. was started on the 1st March, 1955 with the object of purchasing in bulk food stuffs, cloth, grocery and other consumer goods for retail sale to its members. Prior to starting of the Stores, the Visakhapatnam Port Employees Co-operative Society Limited, ran a cloth shop from 10th January, 1950 and a rice shop from 15th August, 1951. Through both these shops this society rendered invaluable services at a time when commodities were very scarce. Subsequently, the rice, cloth and commodities shop was taken over by the Visakhapatnam Port Employees Co-operative Stores Limited in March, 1955.

The membership of the Stores was open to the Gazetted and non-gazetted staff employed in the Port. The authorised share capital of the Stores was Rs. 50,000/- consisting of 5,000 shares of Rs. 10/- each. Every member held at least one share, but no member was allowed to hold more than 100 shares. The following table shows the membership and the amount of paid-up share capital during the period 1956-57 to 1961-62. Roughly about 3/5 in the total membership were workers.

<i>Years</i>	<i>Membership</i>	<i>Paid-up share capital Rs.</i>
1956-57	292	11,450
1957-58	303	13,348
1958-59	324	19,959
1959-60	324	19,968
1960-61	275	18,882
1961-62	210	16,700

Only three members were having the highest number of 20 shares each.

The decrease in paid-up share capital in 1960-61 as compared to the previous year was due to some resignations and retirements.

The stores made remarkable progress since the date of starting and was supplying now to its members groceries in addition to cloth and rice. Rice was put on sale for the first time on 1st December, 1956 in response to demands of the members. Since then, there had been a rise in the sales and membership.

The following table shows the amount of purchases, sales and the value of closing stock on hand, during the period from 1956-57 to 1960-61 :

<i>Year</i>	<i>Purchases Rs. nP.</i>	<i>Sales Rs. nP.</i>	<i>Value of closing stock on hand Rs. nP.</i>
1956-57	61,293-31	66,693-06	2,718-08
1957-58	1,12,763-91	1,13,249-00	9,233-87
1958-59	1,39,708-60	1,43,015-00	12,558-37
1959-60	1,43,353-85	1,43,615-00	7,770-18
1960-61	1,08,152-28	1,14,754-00	7,147-48

The establishment charges and the profits of the Co-operative Stores during the period from 1956–57 to 1960–61 were as follows :

<i>Year</i>	<i>Establishment charges</i>	<i>Net profit</i>	<i>Percentage of profit on paid-up share capital</i>
	Rs. nP.	Rs. nP.	Rs. nP.
1956–57	3,916–44	470–90	4–10
1957–58	4,139–51	4,894–66	36–66
1958–59	5,142–19	1,991–98	10–08
1959–60	5,528–77	1,023–77	5–12
1960–61	5,127–25	167–17	0–89

\*This amount includes Rs. 3,000– received from S. E. Railway as subsidy.

Thus the stores served a major purpose i.e., economic betterment by supplying the necessities of life at concessional prices to the employees.

#### (g) *Recreation*

The significance of recreation facilities as a means to relieve the monotony and fatigue resulting from work and to introduce an element of joy can hardly be overstressed. The chief recreational facilities are, visiting clubs and reading rooms, sports and films. These facilities go a long way in reducing the evils of drink, gambling and other vices. The psychological and normal benefit which accrues to both the employer and employee as a result of these facilities is immense and its effect on efficiency far outweighs the expenditure incurred.

The Port Administration provided one club (Visakhapatnam Port Gymkhana Club) for employees and another for their families, two children parks in the Port area and one club for those residing in Kancharapalem colony.

## CHAPTER VIII

### TRADE UNIONS

One of the concomitant features of any commercial or industrial organization is that of trade unions. It is one of the important factors which managements have to anticipate before entering into any line of business activity. Trade unions originally came into existence to protect the interests of the workers vis-a-vis their employers, and trade unionism was all agitation and protests against arbitrary managerial actions in the initial stages. In recent years, however, there has come about a change in the attitude towards trade unions which are now considered not as mere strike committees, but as associations of workers willing to co-operate with the management in the successful running of the organization.

Trade unions have come to assume greater significance in the context of our national objective of achieving economic development through a democratic process. The workers have been assigned an important role in ensuring the fulfilment of the various developmental targets laid down in the five-year plans. The approach of the trade unions should be one of greater understanding and co-operation with the management while demanding their just share. They should realise that their prosperity is linked up with the growth and success of the organization.

Although the managements have now reconciled to the idea of co-existence with the trade unions, they should facilitate greater participation of the workers in the running of the enterprise. The management has to create confidence in the employees about its integrity, honesty and fair play. The need of the hour is increased production of goods and services, and to this extent the objective of the workers and the management should be identical. In the absence of concerted effort to raise production, any demand on the part of workers for increased incomes and amenities and benefits, would lead to economic stains



frittering away the limited but valuable resources. The common objective of the management and the workers should therefore be the achievement of greater production, and the scope of differences between them on questions of distribution of the economic gains of the enterprise should be narrowed down through negotiations and with a spirit of mutual accommodation.

(a) *Origin*

While the first quarter of this century saw the birth of the trade union movement in the country in general, the origin of this movement in Visakhapatnam town took place in the second quarter of the century. The credit should go to Mr. V. V. Giri, veteran trade unionist, Dr. M. V. Krishna Rao, Mr. D. V. Ramaswamy and some young communist members. The result of their untiring efforts was the establishment of the Vizagapatam Harbour and Port Workers' Union on the 10th January, 1936. The Union was registered in the month of October of the same year. The objects of the Union are manifold: to regulate the relations between the members and their employers; to render help to members by constitutional methods, to secure them fair conditions of life and work, to endeavour to redress their grievances, to provide relief to members against sickness, old age, unemployment and death; to endeavour to settle disputes between the members and their employer; to promote the civic and political interests of members and to co-operate and federate with organisations of workers having similar objects.

The formation of the Workers' Union prompted the ministerial and subordinate staff of the Port to organise a separate association for themselves. Accordingly, the Non-Gazetted Officers' Association was started in the year 1947 and was registered and recognised by the management in the same month. Its objects are more or less similar to those of the Workers' Union.

The close association of trade union movement with political movement which runs through the union movement in India

could also be observed here with regard to the Harbour and Port Workers' Union. The Union leaders up to 1955 belonged to various parties. From 1955 onwards, the Union came into the hold of the Communist Party, though workers belonging to other political parties were also there in the 'working committee'.

(b) *Management*

The affairs of the Workers' Union are being conducted by an executive committee consisting of the President, two Vice-Presidents, one General Secretary, one Assistant Secretary, one Treasurer and not more than forty section representatives. The office-bearers are elected at the annual general body meeting of the Union and ordinarily hold office until the next elections. The section representatives are elected by the members of the respective sections according to the strength of membership in that section. The management of the affairs of the Association are conducted by an executive committee consisting of not more than twelve members who are elected from among members. In order to have proper representation of all ranks of the members it is provided that not less than one from outdoor staff and one from junior clerical staff shall have to be elected to the Executive Committee. The office-bearers of both the Union and the Association are purely honorary and they will be paid only travelling expenses.

The succession list of Presidents of Workers' Union is as follows:

1936-37	Dr. M. V. Krishna Rao, B.A., M.B.B.S.
1938-39	Sri A. Madhava Rao, B.A., B.SC.
1940-41	Sri B.S. Mallikarjuna Rao, B.A., B.L., Advocate.
1947-48	Sri B.S. Mallikarjuna Rao, B.A., B.L., Advocate.
1951-52	Sri Y. Vijayakumar, Political Worker.
1952-53	Sri B.S. Mallikarjuna Rao, B.A., B.L., Advocate.
1955-	Sri M.V. Bhadram, Political Worker.

The succession list of the Presidents of the Association is as follows:

1946-49	Sri V. Simhadri Naidu Head Clerk, Marine Department.
1949-50	Sri R.S.S. Aiyar Office Manager, Engineering Department.
1950-51	Sri J.A.D. Costa Section Head, Marine Department.
1951-53	Sri V. S. Naidu Head Clerk, Marine Department.
1953-54	Sri K. Y. Sadananda Rao Retd. Head Clerk, Mechanical Department.
1954-59	Sri V. V. Ramana Murty, Outsider.
1959	Sri N. Somayajulu, Advocate.

In the years 1946-48 the Workers' Union was able to purchase a plot of land on the Harbour Approach Road. It may be interesting to note that Prime Minister Nehru laid the foundation-stone for the Union Building in 1948. By creating a special fund for the construction of the building and collecting from members subscriptions towards the fund, the Union was able to complete the building. It may also be noted here that this is the only Union in Visakhapatnam town which maintains an office in a permanent building employing a typist and an office boy.

The Staff Association had no building for its office but it is located in the house of the Secretary. The leaders of the Association have been demanding the management to provide accommodation for its office. The Association had one typewriter and furniture.

It is provided in the respective constitutions that meetings of the Executive Committee of both the Workers' Union and the Staff Association shall be held at least once a month. Special meetings may be held either if the President considers it necessary or on the receipt of requisition by the members of the Committee. The annual General Body Meeting of both the unions shall be held in the month of April every year so as to adopt the work done by the unions and to consider the audited statement of the accounts of the previous year and to elect office-bearers and other members of the Executive Committee. A special General Body Meeting may be called whenever the President thinks it necessary or

on the requisition by a prescribed number of members of the unions. The meetings of the Workers' Union were as follows :

<i>Year</i>	<i>W.C.M.</i>	<i>Ex.C.M.</i>	<i>G.B.M.</i>	<i>O.B.M.</i>	<i>Total</i>
1957-58	8	2	4	—	14
1958-59	15	4	6	2	27
1959-60	9	1	6	1	17
1960-61	6	—	4	—	10
1961-62	3	—	4	—	7

W.C.M. : Working Committee Meeting.

Ex.C.M. : Extraordinary Committee Meeting.

G.B.M. : General Body Meeting.

O.B.M. : Office-Bearers Meeting.

The largest number of working committee meetings were held in the year 1958-59. This was perhaps, in response to the special circumstances arising out of the general strike in that year. During the years with industrial peace, it is observed the number of meetings held were relatively low.

### (c) *Finances*

Every ordinary member of the Workers' Union has to pay an yearly subscription of Rs. 3/- within three months of the commencement of the financial year, whereas the subscription rates of the Staff Association vary according to the salaries of the members. Those who draw less than Rs. 250/- have to pay an yearly subscription of Rs. 3/-, those who draw between Rs. 250/- and Rs. 375/- have to pay Rs. 6/- and those above Rs. 375/- have to pay an yearly subscription of Rs. 12/-. The subscriptions of the members and any other donations form the General Fund of both the Union and the Association. The General Fund is spent only on such of those objects of the union as are consistent with Sec. 15 of the Indian Trade Unions Act. With the exception of a small amount authorised to be retained by the treasurer for meeting the running expenses of the unions, all other receipts are

invested in the name of the unions in the bank selected by the Executive Committee. The Executive Committee may authorise expenditure not exceeding Rs. 100/- in the case of the Workers' Union and Rs. 10/- in the case of the Staff Association between two meetings of the General Body. The expenditure exceeding this limit requires prior sanction of the General Body. The accounts of the unions are audited once a year by an auditor possessing the qualifications prescribed under the Indian Trade Unions Act.

The statement of income and expenditure of the Workers' Union for the period 1955-56 to 1961-62 is given in Table 8.1. The income of the Union had risen from Rs. 4,222/- in 1955-56 to Rs. 5,716/- in 1961-62. The subscriptions from members had risen from Rs. 2,192/- to Rs. 4,971/- during the same period. The important items of expenditure were salaries, allowances and expenses of establishment, stationery, printing, and postage and travelling expenses. In recent years the first two items of expenditure were in a decreasing trend. Consequently, the excess of income over expenditure stood at the maximum figure of Rs. 2,517/- in 1961-62. In two years i.e., 1959-60 and 1960-61 the Union had a deficit to the extent of Rs. 393/- and Rs. 715/- respectively. Due to the large increase in receipts of subscriptions from members this deficit was not only made up in the year 1961-62 but there was some surplus. As this table shows, the Union gave financial aid to its members in the years 1958-59, 1959-60 and 1961-62 and it had donated to its sister unions in the years 1957-58, 1959-60 and 1960-61.

The statement showing the assets and liabilities of the Workers' Union for the period 1955-56 to 1961-62 is given in Table 8.2. As this table shows the cash balance of the Union in the Co-operative bank stood at its maximum level of Rs. 1,359/- for the year 1961-62. Unpaid subscriptions also accounted for a high figure in this year. The cost of the site and its office building accounted for a major portion among the value of the assets of the Union. There were no liabilities to the Union in recent years.

The statement of income and expenditure of the Staff Association for the period 1956-57 to 1961-62 is given in Table 8.3.

The income of the Association rose from Rs. 1,313/- in 1956-57 to Rs. 1,473/- in 1961-62, (including opening balance of General Fund Account). As in the case of the Workers' Union, contributions from members was the major income of the Association. These contributions rose from Rs. 318/- in 1956-57 to Rs. 694/- in 1961-62. This was in conformity with rise in the membership during this period. The important items of expenditure during this period were salaries, allowances, expenses of establishment and of office-bearers and stationery, printing and postage. Unlike in the case of the Workers' Union, the first two items showed a rising trend. The Association donated to its sister unions in the years 1957-58, 1958-59, 1959-60 and 1960-61 and the excess of income over expenditure had risen from Rs. 427/- in 1956-57 to Rs. 518/- in 1961-62.

The assets and liabilities of the Staff Association for the same period 1956-57 to 1961-62 are given in Table 8.4. The only assets of this Association such as steel almyrah and typewriter were given in General Fund Account in the year in which they have purchased. The Association was not in the practice of showing them in its balance sheet. The cash balance of the Association in the co-operative society was more or less constant during the period under study. The unpaid subscriptions due to the Association increased from Rs. 55/- in 1956-57 to Rs. 157/- in 1961-62. As in the case of the Workers' Union, the liabilities of the Association were nil.

The finances of the Union/Association could be increased by introducing the check-off clause as suggested by many of the workers and staff as detailed below :

	<i>Skilled</i>	<i>Semiskilled</i>	<i>Unskilled</i>	<i>Overall</i>
In favour	48.58	71.43	56.92	58.52
Against	11.43	8.57	3.08	6.67
No idea	39.99	20.00	40.00	34.81
Total	100.00	100.00	100.00	100.00

About 78 per cent of the workers who opposed the check-off clause were afraid of paying the membership compulsorily. The rest, who opposed felt that they would be losing an opportunity of meeting the office-bearers.

*(d) Membership*

Any workman who is employed in the Visakhapatnam Harbour and Port and who is not below the age of 15 years is eligible to become an ordinary member of the Workers' Union. Every member of the ministerial and subordinate staff of the Port is eligible for membership in the Association except temporary employees with service of less than one year and employees classified as 'workmen' by the Port authorities. Outside persons may also be admitted for the purpose of serving on the Executive Committee of the Unions. The number of such persons shall not be more than one-fourth of the number of members of the Executive Committee of the Workers' Union and shall be less than half of the number of members of the Executive Committee of the Association.

The fully paid membership of the Workers' Union is given in Table 8.5. Though the Union had been able to maintain its hold on the workers, the membership of the Union was fluctuating from year to year. The fluctuations were not within a narrow margin. The highest membership during the period 1955-62 was 1,197 in the year 1958-59. The lowest was 379 in 1960-61. These wide fluctuations in the membership and consequently the finances of the Union constituted a constant source of danger to the stability of the Union.

The percentage of fully paid membership of the Union in total work-force at the Port was as follows :

<i>Year</i>	<i>Percentage of fully paid membership</i>
1957-58	41.08
1958-59	48.90
1959-60	28.43
1960-61	14.29
1961-62	27.38

As the above figures show in no year, during the above period, the Union commanded membership even to the extent of half the total regular labour force in the Port. These figures also show the extent of Trade Unionism among the regular workers



in the Port which varied from about 14 per cent to 49 per cent during the last five years. The extent of trade union membership in each category for the year 1961-62 is: skilled 31 per cent; semiskilled 34 per cent; unskilled 23 per cent; overall 28 per cent.

This limited membership apart from its impact on its finances of the Workers' Union also leads to the situation where a majority of workers are left outside the Union which is not a happy feature for its successful functioning.

The department and categorywise membership of the Workers' Union for the year 1961-62 is given below :

<i>Department</i>	<i>Staff</i>	<i>Skilled</i>	<i>Semiskilled</i>	<i>Unskilled</i>	<i>Total</i>
Mechanical	4	144	99	40	287
Marine	6	23	53	146	229
Engineering	—	14	10	55	86
Traffic	1	12	47	73	133
Administration	1	—	—	16	17
Total	12	193	209	330	752

As the above figures show the skilled, semiskilled and unskilled categories accounted for about 26 per cent, 28 per cent and 44 per cent respectively in the total membership of the Union. The departments of Mechanical and Marine accounted for about 38 per cent and 30 per cent respectively in the total membership of the Union.

The low fully paid membership of the Union may perhaps be attributed to the absence of a rival Union resulting in slackness of the office-bearers in their drive for collection of subscriptions. As to the workers, they may not be perhaps very keen in continuing to be members by paying regularly their subscriptions because they can always approach the Union for redressing their grievances by paying up their subscription then and there. This reflects the absence of trade union consciousness amongst workers.

Apart from the fully paid members there were also members who partly paid their subscription and they numbered about 905 at the end of 1961-62. Those members were spread over the following departments. Mechanical 356; Marine 235;



Traffic 55; Engineering 194 (including 36 casual labourers); Administration 47 and Stores 18. Thus the total membership (fully paid and partly paid members) accounted for 1657 and the proportion of the organized labour (those having Union membership in the Port) to the total number of workers of the Port works out to about 62 per cent. This figure exactly equals the percentage of workers in sample study having Union membership. It is known in sample enquiry that about 62 per cent of workers were having Union membership (see Table 8.6). This table also shows the percentage distribution of selected workers classified according to their duration of membership in the Union as on the date of enquiry. The table further shows that 30 per cent of the selected workers interviewed claimed Union membership for over 15 years. Categorywise distribution reveals that only about 9 per cent of the unskilled workers claimed membership for over 15 years, whereas about 59 per cent of skilled and 33 per cent of unskilled claimed membership for over 15 years. Similarly, workers having membership for less than 5 years accounted for only 23 per cent in skilled and 18 per cent in semiskilled. About 26 per cent of unskilled workers came into this group. Even in unskilled category workers having membership for more than five years accounted for nearly 74 per cent.

Another feature noticed in the Workers' Union was the constant flux in the membership. The average membership of the Union during the period 1956–57 to 1961–62, based on the membership at the end of each year was 780, while the average number of workers joining and leaving the Union every year during the same period was 424 and 423 respectively. This flux in the membership in addition to the fluctuations within year to year membership of the Union indicates the existence of a floating membership compared to a small group of committed union labour.

The membership of the Staff Association is given in Table 8.7. The number of fully paid members at the end of each year is given in a separate column in this table. It is quite interesting to note with the exception of a few fluctuations the membership of the Association at the end of each year showed a rising trend. The Association, started with a membership of

86 in the year 1946–47, commanded a membership of 288 in the year 1961–62. The extent of trade union membership among staff in the Port during the last five years was as follows :

<i>Year</i>	<i>Fully paid</i> per cent	<i>Fully paid plus partly paid</i> per cent
1957–58	27.45	35.34
1958–59	26.93	32.95
1959–60	28.07	39.12
1960–61	27.29	35.01
1961–62	40.62	40.62

The above figures show an overall increase in the extent of trade union membership amongst the staff in 1961–62 as compared to 1957–58. The fluctuations in the membership as observed in the case of Workers' Union were not there in the case of the Staff Association. However, the Association was not able to represent even half of the total staff members in the Port.

The departmentwise membership of the Association from the year 1957–58 to 1961–62 is given in Table 8.8. As this table shows the membership of the Association is spread over all the departments. In the other two years i.e., 1959–60 and 1960–61 the Accounts department and the Mechanical department dominated. The departments in which the membership of the Union was on a rising trend during this period were the Mechanical and the Traffic departments and to some extent the Marine and the Stores departments. The population figure of the extent of trade unionism naturally differs from that of sample result (23.03%) because while the former refers to the year 1961–62, the latter relates to the year 1962–63 since the date of sample investigation was October – December, 1962. 25 per cent of G–1 staff and 45 per cent of G–2 staff were having membership in the Association (see Table 8.6). This table also shows the percentage distribution of selected staff members classified according to the duration of membership in the Association as on the date of enquiry. 60 per cent of G–1 staff and 56 per cent of G–2 staff were having membership for more than five years.

The constant flux in the membership noticed in the case of the Workers' Union was not there in respect of the Association.

The average number of staff members joining and leaving the Association in each year during the period 1956–57 to 1960–61 was always about 35 and 13 respectively. This study indicates a clear stability and an increasing tendency in the membership of the Association compared to the instability in the membership of the Workers' Union. Perhaps this might be due to the higher level of education and greater union consciousness on the Part of the members as compared to the workers. Further the greater achievements of the Association might have also contributed to this rising trend.

The strength as well as the stability of the membership of union depends upon certain factors contributing to unity. Strike is one of such factors contributing to unity bringing workers under the hold of union. As such, we find that in the year 1958–59 in which the general strike was conducted the membership of the Workers' Union was at its peak with 1197. However, strike, as an exclusive factor will not suffice for a lasting unity in the members as the membership begins to fall in the absence of industrial conflict. This is evident from the fact that immediately the next year following the general strike, which was thought successful in many respects, the membership of the Workers' Union had fallen to 718. Other factors such as constant propaganda, organisation of welfare measures by the union are also the important ones which contribute to a steady growth in the membership and its stability. Though certain other factors such as the militant tactics and spreading dissatisfaction among workers may at times raise the membership they are neither desirable nor dependable.

The welfare activities organised by both the Union and the Association were very few. The chief impediment in the way of conducting these activities on a large scale was inadequate finance. However, the unions made a beginning in providing ameliorative measures. The Workers' Union provided in the year 1958–59 ten rupees to a member who was a flood victim; and in the next year, a member who lost his job and one who fell sick were each given Rs. 200/-. The Staff Association in the year 1958 paid Rs. 116/- as a donation to the Port Elementary School. The Association also organised social gatherings and picnics every year. In addition, both the Union and the

Association were also providing newspaper facilities to their members.

Handling of grievances of employees and disposing of them quickly is another uniting factor. Individual grievances are represented through the unions and if the dispute involves some principle affecting a large number of employees it may be directly taken up by the Unions. The President and the Secretary are generally the persons who meet the management if necessary. If a dispute is not solved at the level of the Port Administrative Officer, the matter is referred to the Ministry of Transport and Communications. Both the Union and the Association do not normally entertain complaints of non-members.

The most important of all is that a Union should be a union not only for but also of the employees. To achieve this, the leadership shall have to be developed from the rank and file of employees. As against this, the posts of the President and the Secretary of the Workers' Union from the inception of the Union were being held by outsiders, perhaps because, many of the workers lacked administrative talents to hold these posts. Although outsiders played a significant role it is necessary perhaps that the workers themselves should assume leadership in course of time so as to achieve the true objectives of trade unionism. Lack of knowledge about the trade union philosophy on the part of the workers made our planners realise the importance of imparting the training in trade unionism. The programme of Workers' Education on the lines recommended by the team of the Ford Foundation was put into operation. Accordingly, a member of the Workers' Union working in the Marine department was given training at Hyderabad and the Port administration has provided the necessary facilities for conducting classes for the workers. It may be hoped that this facility will lead to an active participation of workers in union affairs and develop leadership from rank and file and improve relationship between labour and management.

In the case of Association, after 1953-54 the leadership was entirely in the hands of the employees themselves. It is only from the year 1954-55, the office of the President of the Association came to be held by an outsider.

Participation of the members in the meetings of the Unions and their affairs is of vital importance for the democratic functioning of the unions in view of the new role which the Unions are expected to play under the changing pattern of our society in a planned economy. It is known from leaders of the Workers' Union that about 30 per cent of the members of the Union take active interest in the activities of the Union. About 200 to 300 members attend the general body meetings of the Workers' Union in the normal period. It was also enquired as to how many staff members having Association membership attended the meetings of the Association in the year 1961. About 80 per cent of G-1 and 67 per cent of G-2 attended the meetings of the Association. It is also known from the leaders of the Association that more than 50 per cent of the members of the Association were active. Unless the members can grasp the functions, purposes and operations of trade unions it will be difficult to sustain the loyalty of workers with the unions.

Opinion of the workers as to the number of unions which they would like to have in the organization was also ascertained. About 65 per cent of the selected workers would like to have only one union and only about 3 per cent expressed their desire for two unions. This small percentage of workers who favoured two unions were of the view that the presence of a rival union will induce a competitive spirit so as to make the unions function effectively. Categorywise results also show that more than 60 per cent in all the categories expressed in favour of a single union.

The Workers' familiarity with the Union leaders was also enquired. About 63 per cent of skilled, 77 per cent of semi-skilled and 57 per cent of unskilled knew their union leaders. Thus about 64 per cent of selected workers were familiar with union leaders. It was also enquired as to how many workers met their union leaders for redress of their various grievances and the purpose of such meetings. Only about seven per cent of the selected workers had an occasion to meet the union office-bearers on some business. All the unskilled workers and a large number of semiskilled workers met the Office-bearers in connection with wages, and increments whereas the skilled workers met in connection with promotions and transfers.

The constitution of the Union / Association provides that any officer or member of the Union/Association found working against the interests of the Union/Association may be removed from the Union / Association or otherwise punished on a resolution to that effect passed at the general body meeting of the Union/Association. Further, it is also provided in the rules and bye-laws of the Workers' Union that if a member goes on strike without the sanction of the Union, he shall not be entitled to any benefits from the Union from the date on which he has so struck work. These disciplinary rules of both the Union and the Association help to regulate the relationship between the members and the Union/Association. It was known from interviews with the Union leaders that discipline inside the Union was satisfactory. With the exception of a few instances where the workers violated the general policies of the Union where the individual interests happened to be involved, the workers generally followed the directions and policies of the Union.

As such we find from the above analysis that the relationship between the Union/Association and their respective members was satisfactory. Both the Union and the Association may have to strive for a greater union-consciousness among the present members and non-members. Increase of membership of the Union/Association will benefit both the organisation and the members. Perhaps the three most important objectives before the leaders of the Union/Association which must be achieved so as to make the Union/Association play a vital role in industrial relations are: increase of membership, encouraging members and make them realise the necessity of participating actively in the affairs of the Union/Association, and, lastly, to follow scrupulously the rules of the Union/Association. When these are achieved the Union/Association will be able to switch on from the defensive stage to the positive and constructive stage as it is found in the western countries.

#### (e) *Affiliation*

Up to 1947 the Workers' Union was affiliated to the All India Trade Union Congress. But as a result of the differences which



arose in the Working Committee of the Union, it ceased to pay its subscription and hence its affiliation was cancelled. In 1957-58, the Union was affiliated to the All India Port and Dock Workers' Federation. The Association was also affiliated to the All India Port and Dock Workers' Federation.

For the first time a country-wide organization for the Port and Dock workers (All India Port and Dock Workers' Federation) was formed in 1953 due to the untiring efforts of late G. H. Kale, one of the veteran trade union leaders of Bombay. In 1957 the Indian National Trade Union Congress formed their own Federation for Port and Dock workers. During the year 1961-62 the membership of the All India Port and Dock Federation was 70,286. The All India Port and Dock Workers' Federation had its affiliated Unions in Bombay, Calcutta, Madras, Visakhapatnam, Cochin and Kandla. The Federation had to its credit many achievements. Some of them were the organization of a major strike in June, 1958 in all major Ports, appointment of the Jeejeebhoy Committee and thorough rationalisation of the wage structure of all Port employees, weightage for work in night shift and achievement of uniformity in the wages and condition of service in all the major Ports to a large extent.

To be able to deal with various other unsolved problems of the employees, the central organization must function as a well-knit unit. A unitary organization of all the Port and Dock Workers in the country is the most desirable one in this context. Though in the beginning, the Praja Socialist, Socialist and Communist parties were in a position to come together under the banner of the All India Port and Dock Workers' Federation, subsequently there were splits between these different factions and this ultimately resulted in the formation of a separate Federation known as Port, Dock and Water-front Workers' Federation in India by Communists in 1963.

The All India Port and Dock Workers' Federation is mainly controlled by the Praja Socialist Party and the Socialist Party. The Workers' Union, in this Port, had been in the hands of the Communist Party since 1955. In view of the unsatisfactory relations between the Federation and the Workers' Union and in view of the establishment of a separate All India organization

for Port, Dock and Water-front workers by the Communist Party in 1963, it is extremely doubtful how far the Union is likely to continue its affiliation with the All India Port and Dock Workers' Federation.

(f) *Inter-Union Relations*

The relations between the Union and other sister Unions were cordial in the sense that whenever other Unions undertake direct action this Union expresses its sympathy. Mention may be made here particularly of the close relation between this Union and the Staff Association. Whenever an occasion arises they help each other and in most cases, they represent jointly their disputes and demands to the Government. It may be noted here that the Workers' Union in one of its working committee meetings appealed to the sister unions working in the Port to unite and to have one strong union for all employees in the Port. This is a worthy suggestion which may be seriously considered by all the Unions working in the Port.

(g) *Union-Management Relations*

The successful functioning of the Union/Association and realisation of its objectives depends not only on the loyalty and co-operation received from its members but also its relationship with the management. There are many factors to assess this relationship.

Recognition of Union/Association by the management is an essential pre-requisite for any business to be conducted by union or association in relation to management. The Workers' Union, it was known on enquiry, faced certain problems in the beginning in the matter of recognition by management. The management was said to have raised objections for granting recognition to the union on the ground that there should be at least 75 per cent of workers in the Port as members of the union (this demand was later reduced to 50 per cent) that the interviews would be given only to the President, that subscriptions



should not be collected at the workspot; that leaders of this union should not organise any other union in the Port and that only regular workers should be members of this union. The union showed the 75 per cent membership and after much negotiation and correspondence lasting for about five years, the management finally granted recognition to the union on the 25th February, 1941. It should be mentioned here that this was the only union recognised by the management on the workers' side so far. Even though there were two more unions representing stevedore and shore labour in the Port, they were not recognised by the management.

While the Port was under the Railway administration, the Railway Board permitted the union to display its notices on the notice boards allotted by it; to conduct the meetings in its premises; to allow the representation of the unions and to collect subscriptions near the place of payment with effect from 1952.

As already referred to, when the Port was under the administrative control of the Ministry of Railways, a negotiating machinery was started in the year 1952. For the purpose of negotiations under this machinery the leader of this union and the Staff Association were given the privilege of presenting their demands and disputes. Decisions were reached in these meetings through discussions and compromises and no votes were taken. Generally, the President, the Vice-President and the Secretary on the side of the Union/Association and on the management side the head of the department if the negotiations were at the departmental stage, the Administrative officer and the Labour Officer if they were at the level of the Port Administrative Officer or at the higher stage represent in these meetings. This negotiating machinery between the employers and the employees may be considered to have achieved a significant success in creating a cordial atmosphere between the two in which a large number of demands and disputes were settled. This made it unnecessary for employees to resort to direct action.

Table 8.9 shows the number of times meetings held, the number of subjects discussed with the Administrative Officer

and the General Manager, South Eastern Railway and the Secretary, Ministry of Transport by the Union. Apart from these subjects discussed there were many others which were more in the nature of individual grievances represented by the union through correspondence. The number of meetings held between the association and the management together with the number of subjects discussed are given in Table 8.10.

The participation of Union/Association representatives in various committees in the Port whose objectives are to promote the interests of employees also helps in smoothening the relations between the management and the Union/Association. The Harbour and Port Workers' Union was given representation in the Quarters Committee and the Safety Committee. The Association was represented in the Quarters Committee. This representation helps the unions in making their views felt in formulating the policies regarding the allocation of quarters, safety devices and programmes.

It is gratifying to note that the employees were given representation in the Board of Trustees of the Visakhapatnam Port Trust which will soon come into existence. According to an amendment moved in the Parliament, it was accepted that the minimum number of labour representatives to be included in the Board of Trustees was to be fixed at two. Thus the long-felt demand of the employees for their just share in the management committee of the Port was going to be achieved soon. This employees' participation in management is the prerequisite for attaining the objectives of the socialistic pattern of society which is the goal of our plans. The law has laid down only the minimum but if the scheme is to succeed, the employees should be given a fair representation in the administration of the Port. There should be a real urge both on the side of the management as well as on the side of the employees to reorient their relations in the light of new developments taking place in the country and for the future development of the Port. The success of the employees' participation in the organisation ultimately depends upon mutual adjustments and the spirit of 'give and take' on the part of both the management and the employees.

To secure maximum co-operation of employees at the actual workspot is of vital importance for having smooth industrial relations. The works committee is supposed to achieve this harmony and create mutual confidence. It was on 15th October, 1960 that the Port Administrative Officer brought to the attention of the Unions about the organisation of works committees in the Port. But the union and the association appear to be sceptical as regards the usefulness of a works committee as seen from the progress so far achieved in this respect. It is worth mentioning here the views of the Workers' Union contained in its letter dated 21st September, 1962 to the management "We desire that the works committee when formed should be effective and not ornamental". The Association expressed its views in its letter dated 8th November, 1960 as follows: "This question has been discussed by the Executive Committee in its recent meetings. The views of the members are also ascertained. The consensus of opinion is that no useful purpose will be served and that there is little to materially benefit the non-gazetted staff by formal participation in a Committee like the one in question".

The Code of Discipline was agreed to by the tripartite public conferences held in 1959. It was expected to prevent frequent industrial conflicts in the organisation. All the major Port authorities in India accepted this Code of Discipline with a few clarifications. But the All-India Port and Dock Workers' Federation expressed its inability in its letter dated 9th July, 1962 to the Joint Secretary, Ministry of Labour and Employment, Government of India to accept these clarifications of the clauses in the Code of Discipline as given by the Government to the Port authorities. Hence the meeting to discuss about their refusal was proposed but was subsequently cancelled. Nothing further was done.

The Union-management relations in future are likely to be influenced by the formation of the Port Trust. This, we may hope, will help to quicken the process of settlement of many disputes and demands referred by the Union/Association. No doubt the relations between the Union/Association and the management were quite satisfactory at present but they should

be further strengthened and this should be possible by (a) revival of the negotiating machinery, (b) more representation to employees in the Board of Trustees than what is provided by law and (c) participation of the representative of the Union/Association in committees such as State Welfare Fund Committee, Canteen Committee, School Management Committee and Managing Committees of Co-operative Credit Society and Co-operative Stores. No doubt some of the employees are there in these Managing Committees, but, it is felt that if this same representation is in the name of Union/Association, it would certainly cement the relations between the management and the Union/Association. Lastly it may be mentioned here the leaders of the Union/Association had on the whole a favourable impression about the management.

In respect of registration, the Workers' Union experienced delay. There was a counter move by another person who applied to the Registrar that he was going to start another Union for workers in the Port and the Registrar called for clarification and by the time this Union was granted registration, it took nearly eight months from the date of starting of the Union. The Workers' Union was registered under the name of "Visakhapatnam Harbour and Port Workers' Union" under the Indian Trade Unions Act, 1926 on 23rd October, 1936.

Both the Workers' Union and the Staff Association pledged their fullest and unqualified support to the Government of India in the matter of national defence and encouraged its employees to contribute liberally to the National Defence Fund. The Workers' Union had gone much further and offered its readiness to work overtime and to remit the emoluments to the Defence Fund. This, however, had not materialised. The Staff Association urged its members to contribute at least one rupee out of their monthly emoluments as long as the country was in the grip of emergency.

TABLE 8.1  
STATEMENT OF INCOME AND EXPENDITURE OF THE VISAKHAPATNAM HARBOUR AND PORT WORKERS' UNION  
1955-56 TO 1961-62

	1955-56	1956-57	1957-58	1958-59	1959-60	1960-61	1961-62
INCOME	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Subscription from members	2,192	2,012	2,384	3,736	2,120	1,561	4,971
Building fund	1,649	—	—	137	—	—	738
Bank interest	—	—	—	—	—	—	2
Special fund collected	—	951	600	532	801	15	—
Miscellaneous	381	110	5	—	2	27	5
Total	4,222	3,073	2,989	4,405	2,923	1,603	5,716
EXPENDITURE							
Travelling expenses	77	1,169	548	947	224	103	421
Salaries, allowances and expenses of establishment	1,092	1,236	1,198	1,484	1,413	986	797
Legal expenses and Auditor's fees	60	60	60	—	542	60	210

Stationery, printing and postage	403	389	391	803	652	166	379
Books and periodicals	—	—	72	107	42	20	204
Advance with Secretary	—	—	—	—	—	—	750
Amount written off	2	—	11	—	—	36	394
Aid to members	—	—	—	10	400	—	44
Affiliation fee to Federation	—	—	28	90*	—	—	—
Donations to Trade Unions	—	—	107	—	20	45	—
Miscellaneous	336	9†	—	428	23	902††	—
Total	1,970	2,863	2,415	3,869	3,316	2,318	3,199
Excess of income over expenditure	2,252	210	574	536	-393	-715	2,517

\*This includes donations to Trade Unions.

†Subscription to Central Trade Union Council.

††Improvements to building.

TABLE 8.2 STATEMENT OF ASSETS AND LIABILITIES OF THE VISAKHAPATNAM  
HARBOUR AND PORT WORKERS' UNION

Year	ASSETS							LIABILITIES						
	Cash in hand	Cash in Co-operative Bank	Unpaid subscriptions due	Loans to Ex-office-bearers & members	Advances with office-bearers & others	Library	Furniture and fixtures	Building site and buildings	Total	Amount of General Fund	Outstanding Ex-penses	Loans from members	Total	
1955-56	Rs. 12	Rs. 58	Rs. —	Rs. 86	Rs. 575	Rs. 12	Rs. 593	Rs. 8418	Rs. 9764	Rs. 9584	Rs. 130	Rs. 50	Rs. 9764	
1956-57	42	73	—	183	1502	12	594	7625	9991	9991	—	—	9991	
1957-58	50	459	—	114	1507	12	594	7775	10521	10507	—	14	10521	
1958-59	173	429	—	134	1937	41	593	7643	11120	11045	—	75	11120	
1959-60	42	205	—	212	1962	46	593	7643	10713	10689	—	24	10713	
1960-61	36	70	394	135	1055	46	593	8545	10874	10874	—	—	10874	
1961-62	6	1359	1421	133	1776	94	593	8760	14142	14142	—	—	14142	

Excess of assets over liabilities given in the Balance Sheets of the Union is taken to mean the closing balance of General Fund Account.

TABLE 8.3 STATEMENT OF INCOME AND EXPENDITURE OF VISAKHAPATNAM PORT NON-GAZETTED OFFICERS' ASSOCIATION

	1956-57	1957-58	1958-59
	Rs.	Rs.	Rs.
Income :			
Contribution from Members	318	416	526
Special contribution collected towards representing to Jeejeebhoy Committee	—	—	—
Interest on investments	23	5	14
Sale of old newspapers	—	—	—
Opening balance of General Fund Account	972	427	422
Total income	1313	848	962
Expenditure :			
Salaries, allowances and expenses of office-bearers	83	38	167
Salaries, allowances and expenses of establishment	124	96	100
Stationery, Printing and Postage	55	48	35
Cost of purchasing daily news papers etc.	—	—	—
Other expenses (including General Body Meeting expenses and Entertainments)	138	106	170
Cost of Steel Almyrah and Typewriter	486	—	—
Affiliation Fee for All India Port and Dock Workers' Federation	—	—	20
Donations given to Trade Unions & Associations	—	138	5
Total Expenditure	886	426	497
Excess of Income over Expenditure	427	422	465



TABLE 8.3 STATEMENT OF INCOME AND EXPENDITURE OF VISAKHAPATNAM PORT NON-GAZETTED OFFICERS' ASSOCIATION (Contd.)

	1959-60	1960-61	1961-62
	Rs.	Rs.	Rs.
Income :			
Contribution from Members	678	673	694
Special contribution collected towards representing to Jeejeebhoy Committee	—	—	280
Interest on investments	4	11	—
Sale of old newspapers	—	11	8
Opening Balance of General Fund Account	465	754	491
Total Income	1,147	1,449	1,473
Expenditure :			
Salaries, allowances and expenses Office-bearers	10	253	290
Salaries, allowances and expenses of establishment	109	197	224
Stationery, Printing and Postage	76	209	101
Cost of purchasing daily news papers etc.	—	48	39
Other expenses (including General Body Meeting expenses and Entertainments)	193	206	301
Cost of Steel Almyrah and Typewriter	—	—	—
Affiliation Fee for All India Port and Dock Workers' Federation	—	—	—
Donations given to Trade Unions and Associations	5	45	—
Total Expenditure	393	958	955
Excess of income over expenditure	754	491	518

TABLE 8.4 ASSETS AND LIABILITIES OF THE VISAKHAPATNAM PORT  
NON-GAZETTED OFFICERS' ASSOCIATION FOR THE PERIOD  
FROM 1956-57 TO 1961-62

Year	Assets			Liabilities		Total
	Cash on hand	Cash in Co-operative society	Unpaid subscriptions	Total	Amount of General Fund	
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
1956-57	24	348	55	427	427	427
1957-58	8	338	76	422	422	422
1958-59	10	337	118	465	465	465
1959-60	87	478	189	754	754	754
1960-61	58	224	209	491	491	491
1961-62	11	350	157	518	518	518

TABLE 8.5 YEARWISE MEMBERSHIP OF THE VISAKHAPATNAM  
HARBOUR AND PORT WORKERS UNION

Year	Membership at the beginning	Members admitted during the year	Members left during the year	Membership at the end of the year	Number of females as members
August, 1936	N.A.	N.A.	N.A.	935	N.A.
1955-56	649	N.A.	N.A.	744	25
1956-57	744	483	513	714	7
1957-58	714	504	299	919	5
1958-59	919	605	327	1197	17
1959-60	1197	182	661	718	5
1960-61	718	235	574	379	—
1961-62	379	535	162	752	4

1. The Union was formally started on 10th January, 1936.
2. The figures relate to members who have paid their subscription in full for the year and includes casual labour.
3. N. A. Not available.



TABLE 8.7 YEARWISE MEMBERSHIP OF THE  
VISAKHAPATNAM PORT NON-GAZETTED OFFICERS ASSOCIATION

<i>Year</i>	<i>Member- ship at the beginning</i>	<i>Members joined during the year</i>	<i>Members left dur- ing the year</i>	<i>Members at the end of the year</i>	<i>Fully paid members at the end</i>	<i>Female members at the end</i>
1946-47	—	86	—	86	86	—
1947-48	86	25	19	92	NA	—
1948-49	92	15	5	102	NA	—
1949-50	102	18	24	96	25	—
1950-51	96	92	41	147	146	—
1951-52	147	3	6	144	56	—
1952-53	144	—	7	137	21	—
1953-54	137	11	37	111	54	—
1954-55	111	23	14	120	86	1
1955-56	120	26	8	138	104	1
1956-57	138	33	18	153	125	2
1957-58	153	15	16	152	118	2
1958-59	152	48	3	197	168	2
1959-60	197	65	14	248	178	5
1960-61	248	16	15	249	194	5
1961-62	249	NA	NA	288	288	6

N.A. : Not available.

TABLE 8.8 YEAR AND DEPARTMENTWISE MEMBERSHIP OF THE VISAKHAPATNAM PORT  
NON-GAZETTED OFFICERS' ASSOCIATION

Department	1957-58		1958-59		1959-60		1960-61		1961-62	
	No.	%	No.	%	No.	%	No.	%	No.	%
Mechanical	17	14.40	22	13.66	27	15.16	37	19.09	50	17.36
Marine	22	18.63	21	13.04	26	14.60	32	16.49	45	15.62
Engineering	34	28.81	41	25.49	28	15.72	27	13.91	65	22.60
Traffic	8	6.78	22	13.66	26	14.60	30	15.46	52	18.05
Stores	7	5.93	9	5.59	21	11.79	24	12.37	23	7.98
Accounts	11	9.31	30	18.63	33	18.58	22	11.34	27	9.37
Administration	19	16.14	16	9.93	17	9.55	22	11.34	26	9.02
Total	118	100.00	161	100.00	178	100.00	194	100.00	288	100.00

NOTE: The figures relate to only members who have paid in full their subscription for the year.

TABLE 8.9 YEARWISE NUMBER OF MEETINGS AND NUMBER OF DEMANDS DISCUSSED AT VARIOUS STAGES OF PERMANENT NEGOTIATING MACHINERY BY HARBOUR AND PORT

Year	WORKERS UNION					
	With Port Administrative Officer		With General Manager, South Eastern Railway or Secretary of Ministry of Transport		Total	
	No. of meetings held	No. of subjects discussed	No. of meetings held	No. of subjects discussed	No. of meetings held	No. of subjects discussed
1953	2	63	—	—	2	63
1954	1	8	—	—	1	8
1955	2	22	1	22	3	44
1956	1	9	2	22	3	31
1957	1	5	1*	31	2	36
1958	4	51	—	—	4	51
1959	1	41	—	—	1	41

\* With the Secretary of Ministry of Transport.

TABLE 8.10 YEARWISE NUMBER OF MEETINGS AND NUMBER OF DEMANDS DISCUSSED AT VARIOUS STAGES OF PERMANENT NEGOTIATING MACHINERY BY PORT N.G.O.'s ASSOCIATION

Year	With Departmental Heads		With Port Administrative Officer		With General Manager S. E. Railway		Total	
	No. of meetings held	No. of subjects discussed	No. of meetings held	No. of subjects discussed	No. of meetings held	No. of subjects discussed	No. of meetings held	No. of subjects discussed
1953	7	26	3	18	—	—	10	44
1954	1	5	2	22	1	6	4	33
1955	2	5	1	10	—	—	3	15
1956	1	4	—	—	—	—	1	4
1957	—	—	—	—	—	—	—	—
1958	—	—	—	—	—	—	—	—
1959	—	—	2	19	—	—	2	19
1960	—	—	1	2	—	—	1	2

## CHAPTER IX

### DOCK LABOUR

Apart from the regular workers borne on the pay rolls of the Ports, there are two other types of labour engaged for work in the Ports. They are Stevedore Labour and Shore Labour. Both the Stevedore and Shore labour are engaged in loading and unloading of cargo. While the labour who handled cargo on board the ship are called Stevedore labour, those who work on shore are called shore labour.

#### a) *Growth*

The strength of stevedore labour has steadily increased ever since the Visakhapatnam Port was opened. In recent years the scope of employment for stevedore labour greatly increased as a result of the various developmental programmes undertaken in the wake of the adoption of the Five-Year Plans.

The total strength of stevedore labour at the time of the present investigation was 870, which includes a few casual labourers. The occupationwise strength is given in Table 9.1. The percentage growth of workers under the four chief categories of stevedore labour, during 1961-62 is presented below :

<i>Month</i>	<i>Tindel</i>	<i>Signal- man</i>	<i>Winch- man</i>	<i>Total Skilled</i>	<i>Unskilled (Mazdoor)</i>	<i>Grand Total</i>
July, 1961	100.00	100.00	100.00	100.00	100.00	100.00
January, 1962	88.37	98.47	100.00	97.23	99.13	98.65
June, 1962	88.37	123.76	106.36	107.79	116.21	113.74

On the whole, the registered stevedore labour had risen during this 12 month-period by 13.74 per cent. The increase

in registered work-force in the occupations of Mazdoor, Signalman and Winchman was the result of decasualization of casual Stevedore labour under those respective occupations; in the month of May in respect of the first occupation and in the month of March in respect of the latter two occupations.

As a result of the varying growths in the strength of these occupations, the composition was altered as follows:

<i>Month</i>	<i>Tindel</i>	<i>Signal- man</i>	<i>Winch- man</i>	<i>Total skilled</i>	<i>Unskilled (Mazdoor)</i>	<i>Grand Total</i>
July, 1961	5.47	8.27	13.99	27.73	72.27	100.00
January, 1962	4.90	8.26	14.19	27.35	72.65	100.00
June, 1962	4.25	8.95	13.09	26.29	73.71	100.00

### (b) *Decasualization*

All over the world the employment of Stevedore workers has problems peculiar to itself. It is due to the fact that Port traffic is subject to wide fluctuations owing to several reasons such as the varying number of ships entering or leaving the Port on any day, the quantity of cargo to be loaded or unloaded, the nature of the cargo and the manner in which it is received or despatched and the facilities available in the Port either for loading or unloading. This results in casual employment of Stevedore workers. As such, the earnings of a Stevedore worker vary not only from period to period but also from worker to worker. To offset the disadvantages a number of schemes aimed at decasualization of stevedore labour were put into operation at different times in different countries.

In India, the decasualization of stevedore labour was first initiated in Bombay in 1949. The first legislative action was taken by the Government of India on the recommendation of the Royal Commission on Labour in 1948 when the Dock Workers' (Regulation of Employment) Act was passed by the Dominion legislature as Act IX of 1948 and was put on the statute book after it had received the assent of the Governor-General on the 4th March, 1948. The Act was broadly based



on the U. K. Dock Workers' (Regulation of Employment) Act of 1946 with certain modifications.

Under the authority of this Act, decasualization schemes were framed and notified in Bombay on the 27th January, 1951, in Calcutta on the 5th October, 1951, and in Madras on the 8th March, 1952. The Dock Labour Boards under these schemes were constituted in Bombay on the 9th April, 1951, in Calcutta on the 2nd September, 1952 and in Madras on the 14th July, 1953. The schemes were put into operation in Bombay from the 1st February, 1952, in Calcutta from the 5th October, 1953 and in Madras from the 16th August, 1954. The prime object of all these schemes is to assure greater regularity of employment of dock workers and to ensure the availability of adequate number of dock workers. For a long time the Stevedore labour were casual workers. However, in exercise of the powers conferred by the Dock Workers (Regulation of Employment) Act, a scheme for decasualization of Stevedore workers in Visakhapatnam Port was framed and notified on the 11th July, 1959. It was put into operation on the 15th June, 1961. Under Clause IV of the Scheme, the Visakhapatnam Dock Labour Board was constituted.

The Visakhapatnam Dock Labour Board consists of nine members appointed by the Central Government and includes an equal number of members representing (1) the Central Government, (2) Dock Workers, (3) the Employers of Dock Workers and (4) the Shipping Companies. The Chairman of the Board is nominated by the Central Government from among the members representing the Government. The Port Administrative Officer is the present Chairman of the Dock Labour Board. Both the Port Khalasis' Union and the Dock Workers' Union are given representation in the Board.

The chief functions of the Dock Labour Board are (1) recruitment of dock workers and their allocation to registered employers from the reserve pool, (2) maintaining employers' registers and to add or remove the name of any registered employer according to the provisions of the scheme, (3) maintaining of records of dock workers available for employment, (4) provision for the training and welfare of registered dock

workers including medical benefits and (5) recovering contribution from employers towards expenses of the scheme and the administration of the Dock Workers' Welfare Fund. It maintains accounts under the scheme and submits an annual report and an audited balance sheet to the Central Government.

Apart from the functions mentioned above, the Board is charged with the duties (1) of fixing the number of dock workers to be registered, (2) of considering the registration of new employers, (3) of determining the wages, allowances and other conditions of service and refix minimum wages guaranteed under the scheme, (4) of sanctioning the annual budget and (5) of endeavouring to settle disputes about which a request for adjudication is made to the Central Government by the parties concerned. The Chairman of the Board is vested with full administrative and executive powers in all the matters and he is incharge of the day-to-day administration of the scheme. He can supervise and control the working of the Administrative Body. The Board may appoint an Executive Officer and other officers as it deems necessary up to a maximum salary of Rs. 500/-.

The Visakhapatnam Stevedores' Association was appointed by the Central Government to function as the Administrative Body for the purpose of carrying on the day-to-day administration of the scheme. The administrative body is subordinate to the Dock Labour Board, to its Chairman and to the Executive Officer. It allocates registered dock workers to registered employers and thus acts as an agent for the employer. It collects contributions towards Provident Fund, Insurance or any other fund constituted under the scheme from employers as well as from registered dock workers. It appoints Labour Officers with the approval of the Board. Apart from these functions the remaining are more or less co-extensive with those of the Dock Labour Board.

Every registered employer is obligated to observe strictly the provisions of the scheme. He cannot employ a worker other than a dock worker allocated to him by the Administrative Body. He has to submit information of his current and future labour requirements and particulars of the tonnage handled by workers on piece rate and any other statistical data required in

respect of his workers. The employer has to defray all expenses incurred towards the implementation of the scheme, and make contributions to the Dock Workers' Welfare Fund under clause 53 of the scheme.

The Dock Labour Board fixes rates of wages, allowances and overtime, hours of work, rest interval pay or any other conditions. The employers are obligated to observe the above condition in respect of workers allocated to them. Fixation of wage periods, time for payment and deduction from wages should be made according to the Payment of Wages Act, 1936.

The scheme also provides for substantial monetary benefits in respects of underemployment or unemployment of stevedore workers. It has been determined that 12 days' wage initially is the minimum wage inclusive of dearness allowance, even though no work is found for the minimum number of 12 days in a month. This minimum was subsequently raised to 14 days.

If a worker, in the reserve pool register, is available for work and if no work is found for him he is entitled to an attendance allowance at the rate of rupee one per day for the days on which he attended for work. A worker is not entitled to attendance allowance for any day for which he is paid guaranteed minimum wages under Clause 30 or otherwise or for which disappointment money is paid under Clause 33. The scheme also provides for disappointment money for a worker who has attended but cannot proceed with any work and hence relieved within two hours of his attending. The money is equal to half the time-rate wage inclusive of dearness allowance. A worker detained for more than 2 hours is paid full time-rate wages inclusive of dearness allowance. The payment under the above benefits is made only if the workers attended as directed at the call-stands or at control points and when such attendance was recorded.

Each worker is entitled in a year to 8 holidays with pay at rates prescribed by the Board. Besides this benefit, provision is also made for Provident Fund and Gratuity. The Board is responsible for framing rules for Contributory Provident Fund in respect of the workers in the reserve pool and the registered employers are responsible in respect of their monthly workers.

One of the salient features of the scheme is the constitution of a fund called the Dock Workers' Welfare Fund. It is enjoined on the employers exclusively to make contributions towards this fund at rates determined by the Board. Health measures and recreation facilities and such other welfare amenities, will be provided from out of the fund.

Taken as a whole, the scheme goes a long way in ensuring a regularity of employment for the dock workers and helps in securing fair conditions of work and other facilities to the stevedore worker at Visakhapatnam Port.

(c) *Shifts, Grievance Procedure and Accidents*

**Shifts :** The stevedore labour is divided into various gangs, and each gang consists of nine mazdoors, one tindal, one signalman and two winchmen. There is one leading mazdoor in each group.

The dock work at Visakhapatnam is carried out in three shifts, the first shift extending to 8 hours while the second and third shifts last only for 6½ hours. The registered workers of a shift should present themselves at the call stand half-an-hour before the commencement of the shift. Ordinarily a labourer is not engaged for more than one shift in a day. The labourers work by rotation in shifts, and the change of shifts made every Sunday. Workers will normally be transferred from one shift to another to ensure that work is equitably distributed to all the workers as far as possible. A daily worker who desires to obtain temporary transfer of shifts may apply in writing to the Administrative Body giving reasons for such transfers. All such transfers are at the discretion of Administrative Body.

**Grievance Procedure :** All complaints of workers arising out of employment are directed to be submitted to the Administrative Body with the right of appeal to the Board. During the period under study, there were 138 complaints of which 27 by skilled workers and 111 by unskilled workers. In addition to these, the casual workers had 81 complaints. Most of the complaints among registered workers related to non-payment of

incentive bonus ; demand to pay full wages for the shift and not half wages, and computation of wages and incentive bonus in order of importance. Among casual workers the important grievance was non-registration.

Of the 138 complaints as many as 105 were redressed. Only 16 were rejected by the authorities. Among casual workers out of 100, 85 grievances were redressed and only 15 were rejected. Almost all the complaints regarding non-payment of incentive bonus, inconvenience caused due to shovels with improper handles and most of the cases of demand to pay full wages for the shift and not half wages were settled in favour of workers. Among casual workers it is to be noted that their request to register them had been acceded to by the Administrative Body. Those rejected were mostly claims for overtime wages and financial advances in both registered and casual workers.

*Accidents :* The total number of accidents was 86 during the year under study. Of the workers affected, 22 were skilled workers and the rest unskilled workers. The rate of accidents (i.e., the number of accidents per 1,000 workers) among the different occupations during the year was as follows :

<i>Occupation</i>	<i>Rate of injuries</i>
Tindal	1.03
Signalman	1.71
Winchman	0.54
Total skilled	0.99
Mazdoor	1.10
Overall	1.07

In all the occupations except tindal, it was 'struck by an object either due to fall or hit that accounted for a large number of accidents. The next important cause is 'stepping on or striking against the object'. A large number of employees involved in accidents were given rest between six and ten days. The number of accidents that resulted in incapacity for more

than ten days was 28 out of 72 accidents about which information regarding the rest was available. There were eleven accidents for which no rest was granted.

A Committee known as Dock Safety Committee was started in March, 1962 with a view to examine periodically the working of the whole processes, to investigate into accidents, to trace out the potential or the actual causes of accidents and finally to recommend preventive or remedial measures to reduce accidents.

#### (d) *Earnings*

For many years, the stevedore workers complained about their wages and working conditions. These complaints are the unfortunate social consequences that go with the result of the casual employment. The creation of the Dock Labour Board and the introduction of the new scheme turned a new phase in the earnings and working conditions of the stevedore labour at Visakhapatnam Port.

It is quite appropriate in this connection to enquire first about the number of days in a month the workers are provided with employment. The statistics of employment of the stevedore workers in the gangs for the period from July, 1961 to June, 1962 are shown in Table 9.2. It will be seen from this table that the average number of bookings per month for the whole year per worker was more than 20 in the case of tindals and signalmen. In certain months the average bookings of the tindals and signalmen were as high as 30 and 28 respectively. For winchmen and mazdoors the highest average bookings were 23 and 20 respectively. The average number of bookings per month per worker in winchman and mazdoor groups was 17 and 15 respectively.

It is one of the duties of the Board to determine the wages, allowances and other conditions of service. Every registered worker is provided with a wage card. The rate of wages and allowances to all categories of workers as determined by the Board from time to time are displayed on the notice board at



the call-stand in English and Telugu. When persons other than the registered dock workers are employed, they are not entitled to any of the privileges to which registered dock workers are eligible under the scheme.

The wage periods are decided by the Dock Labour Board. The period was initially fixed as a week and later it was changed to a fortnight. The actual pay-days are notified by a notice posted in the notice board at the call-stand.

At the time of investigation the time-rate wages fixed for different occupations are given below :

<i>Occupation</i>	<i>Rs. Ps.</i>
Tindal	5-20
Winchman	5-05
Signalman/Tipper	4-87
Leading Mazdoor (I)	5-87
Mazdoor (II) (Leading)	4-87
Mazdoor	3-87

Though the duration of the second and third shifts is only 6½ hours as compared to the eight hours duration of the first shift, these time-rate wages are the same in all the shifts.

The Incentive Bonus Scheme was introduced from the date of the implementation of the scheme. If the tonnage of output loaded or unloaded is within the 'datum limit' a worker is paid the corresponding time-rate wages. If the work load is beyond the prescribed tonnage, incentive bonus at the prescribed rates is paid. The datum lines vary according to the imports and exports and again in respect of quay wall and moorings. These also vary according to the number of shifts in a day.

The average monthly earnings and the composition for the period from 1st July, 1961 to 30th June, 1962 were calculated from the records supplied by the Administrative Body of the scheme. From this it appears that the incentive bonus earned by the workers constitutes a considerable percentage of the time-rate wages as shown below :

<i>Occupation</i>	<i>Time-rate wage Rs. nP.</i>	<i>Incentive Bonus Rs. nP.</i>	<i>Percentage</i>
Tindal	106-82	26-01	24.35
Signalman	75-97	27-80	38.32
Winchman	79-15	19-08	24.11
Total skilled	83-02	23-06	27.77
Mazdoor	61-72	30-69	49.73
Overall	67-59	28-59	42.30

The amount of incentive bonus earned by the 'Mazdoor' amounted to as much as 50 per cent of the time-rate wages. Only in the case of the Tindal and the Winchman, this accounted for about 24 per cent. On the whole, for a stevedore worker, the amount of incentive bonus paid came to about 42 per cent of the time-rate wages during this period.

The proportion of incentive bonus in the total earnings of each worker was also calculated and presented in the following table :

<i>Occupation</i>	<i>Average Total Earnings (Time-rate wage plus all allowances) Rs. nP.</i>	<i>Incentive Bonus Rs. nP.</i>	<i>Percentage</i>
Tindal	143-40	26-01	18.14
Signalman	114-52	27-80	24.28
Winchman	115-98	19-08	16.47
Total skilled	120-35	23-06	19.17
Mazdoor	111-78	30-69	27.49
Overall	114-14	28-59	25.05

Thus even if we consider the proportion of the amount of incentive bonus in total earnings of each worker, it constituted 28 per cent in the case of the Mazdoor, which was the highest and about 16 per cent in the case of the Winchman being the lowest. On the whole for a stevedore worker, the proportion of incentive bonus in the total earnings came to 25 per cent.

Attendance allowance, as provided under the Scheme is paid to a worker who is in the reserve pool register and is available for work, but for whom no work is provided. It is



paid at the rate of one rupee per day for the days excluding those for which he is paid guaranteed minimum wages. The total amount of such allowance for the period July, 1961 to June, 1962 was Rs. 1,20,252. The skilled and the unskilled categories shared Rs. 25,949, and Rs. 94,303 respectively. In the skilled category, the 'Winchman' group received a large amount of Rs. 16,972 and the 'Tindal' group got the lowest amount of Rs. 2,819 (see Table 9.3) during the period under study.

<i>Occupation</i>	<i>Average total monthly earnings Rs. nP.</i>	<i>Attendance allowance Rs. nP.</i>	<i>Percentage</i>
Tindal	143-40	6-08	4.24
Signalman	114-52	7-33	6.40
Winchman	115-98	12-63	10.90
Total skilled	120-35	8-97	7.45
Mazdoor	117-78	13-53	12.12
Overall	114-14	12-50	10.95

Thus it is observed that the maximum percentage was twelve in the case of the Mazdoor and the minimum was four in the case of the Tindal.

A worker is also entitled to a holiday wage in a year up to eight holidays with pay at such rates as prescribed by the Dock Labour Board. The total payment under 'holiday wages' amounted to Rs. 22,859/- in the year under report of which the skilled category shared an amount of Rs. 6,876 and the unskilled an amount of Rs. 15,983. In the skilled category again, the 'winchman' group was paid a large amount of Rs. 3,777 and the Tindal group was paid a relatively low amount of Rs. 1,342.

The most important of all the benefits conferred by the scheme is the provision of a guaranteed minimum wage which amounts to 14 days wage in a month as the minimum inclusive of dearness allowance even though no work is found for the minimum number of 14 days. This minimum was subsequently raised to 16 on 1st January, 1963. This guarantee is subject to the condition that the worker attended for work on all

days in the month as directed by the Administrative Body. This guarantee may be reviewed by the Board from time to time for each year on the basis of the monthly average employment obtained by the workers in the 'reserve pool' in the lowest category of stevedore workers during the preceding year until the minimum number of days reaches 21 provided that the number, so fixed, shall not, in any case, be less than the number of the preceding year.

In no month during the year guaranteed minimum wages had to be paid to Tindals and Signalmen. This shows that they got employment over and above the guaranteed period. The 'Winchman' group received guaranteed wages only in the months of July, November and December of the year 1961 and January and April of the year 1962. The highest amount received in this year was Rs. 853/- in the month of April, 1962 by the 'winchman' group. This worked out to Rs. 7-29 nP. per worker in that month. The unskilled received guaranteed wages throughout the year under study except in the months of August, October and February. The month of December accounted for a maximum amount of Rs. 10,338. This worked out to Rs. 18.36 per worker. In the last month of the period under study, the Mazdoor group received guaranteed minimum wages to the extent of Rs. 257/- which comes to about 39 nP. per worker.

There is another monetary provision made by the Dock Workers Scheme in the form of 'disappointment money'. It is paid to a worker in the 'reserve pool' who presents himself for work and for any reason for which he has attended work but cannot commence or proceed and no other work can be found for him and he is relieved within two hours of his attending for work. The quantum of benefit is equal to half the time-rate wage inclusive of dearness allowance if he is relieved within two hours of his attending for work. A worker detained for more than two hours should be paid full time-rate wages inclusive of dearness allowance. The amount received by the workers under this benefit was the lowest when compared to other monetary benefits derived by workers in this year. The disappointment money was received in all the months of the year with the exception of a few months viz., the months

of March and May, 1962 in the case of Tindals; April, 1962 in the case of Signalmen, July, 1961 in the case of Winchmen; March, April and May in the case of Mazdoor. Thus though the amount paid by way of disappointment money in this period was very small, the fact that it was paid in most of the months indicates the frequent hindrances in the way of carrying on the assigned work.

In addition to these monetary benefits, there are also overtime wages and the Board paid Rs. 10,261 for the whole year by way of overtime wages. The overtime wage rate is fixed at  $1\frac{1}{2}$  times the time-rate wage. Overtime wages are earned by all occupations and their monthly amount per worker is as follows :

<i>Occupation</i>	<i>Amount</i>
	Rs. Ps.
Tindal	1-42
Signalman	1-22
Winchman	0-75
Total skilled	1-01
Mazdoors	1-09
Overall	1-07

The views of the workers about readiness to do overtime work were ascertained in the course of interviews. All the skilled employees and about 98 per cent of the unskilled workers were in favour of doing overtime work.

The various monetary benefits already dealt with above are grouped together and presented in Table 9.3 so as to have an overall idea about the composition of the total wage bill paid by Board to its workers for the whole year under study. As the table shows, incentive bonus featured as next largest amount after the item of wages. Payments under disappointment money were the lowest. The next lowest amount after incentive bonus was attendance allowance. The total wage bill for the year July, 1961 to June, 1962 of the skilled workers taking all the items into account was Rs. 3,19,139 and Rs. 7,79,312 for the unskilled workers. The composition of the average monthly earnings per

worker in each occupation is presented in Table 9.4. As this table shows, the percentage of incentive bonus to total earnings was much higher in the case of signalmen than in the case of tindals and winchmen in the case of skilled group. Again, this percentage was still higher in the mazdoors than all the other occupations. Thus the mazdoors whose average monthly time-rate wage was only Rs. 61-72 were able to earn Rs. 111-78 because of the comparatively large amounts received by them under the head of the incentive bonus and the attendance allowance. It is also to be noted here that the attendance allowance earned by the winchmen and mazdoors (per worker) was nearly twice the amount earned by the tindals and the signalmen during the year under study. Apart from this, there was not much variation in the composition of the average monthly earnings per worker among the different occupations. As table 9.5 shows in addition to other detailed particulars, the trend of the total monthly wage bill was rising in all the occupations from the month of February, 1962 onwards to the end of the period.

The average monthly earnings of registered workers were calculated from the above table and they are presented in Table 9.6. As this table shows, the average earnings of a worker in the 'Tindal' group varied from Rs. 97-37 in the month of February to Rs. 187-40 in the month of June. The average for this period was arrived at about Rs. 143-40 for this group. The average earnings of the 'Signalman' group maintain, in general, near or just above one hundred except in the months of December and February which amount to about Rs. 75-25 and Rs. 78-45 respectively. The maximum earnings were reached in the month of June with Rs. 240-03. For this group the average earnings of a worker were about Rs. 115/-. While this was so, the 'Winchman' group was getting just one rupee over and above what the 'Signalman' group gets, of course, with wide fluctuations from month to month here too. Taking the skilled category as a whole, its monthly earnings remained between Rs. 79-52 and Rs. 183-66 in the months of February and June respectively. The average monthly earnings of the unskilled category ranged between Rs. 69-78 in the month of February, 1962 and Rs. 143-76 in the month of October, 1961. The average monthly earnings

of a worker for the whole period were about Rs. 112 for mazdoors. The average earnings per worker of both the categories combined were Rs. 114-14. As already said above the average monthly earnings per worker were rising in all the occupations from the month of February, 1962 to the end of June, 1962 except in the case of 'Winchman' group where there was a shortfall in the earnings in the month of April as compared to the previous month.

The economic status of selected workers' households is given in the following table :

<i>Occupation</i>	<i>Self sup- porting</i>	<i>Earning depen- dents</i>	<i>Non-earn- ing depen- dents</i>	<i>Average size of house-hold</i>	<i>Average mon- thly per capi- ta income Rs.</i>
Skilled	1.08	—	4.14	5.22	22.63
Unskilled	1.11	0.03	4.90	6.04	20.40
Overall	1.10	0.02	5.82	5.87	20.65

The average size of the household of a skilled worker was 5.22 of which as many as 4.14 were non-earning dependents and only 1.08 were self-supporting. Among the unskilled workers the average size of a household was 6.04 of which as many as 4.90 were non-earning dependents, and only 1.11 were self supporting.

The average monthly per capita income of skilled household was Rs. 22-63 and categories combined, the average monthly per capita income was Rs. 20-65.

The subsidiary sources of income are given in Table 9.7. About 9 per cent of skilled and about 22 per cent of unskilled had subsidiary sources of income. On an average, a skilled worker was getting a monthly subsidiary income of about Rs. 8/-. The subsidiary sources were employment of family members, income from land and houserent. As seen from this table, a large proportion of subsidiary income in both the categories was from the employment of family members. Apart from this, while the skilled workers had income from houserent, the unskilled workers were having income from land. This table also shows that the subsidiary income of natives was very high

compared to that of immigrants in both the categories. This is due to the fact that in native households the income from employment of family members was very high.

The total monthly income of each worker's household from all the sources is given in the following table :

<i>Source</i>	<i>Skilled</i>		<i>Unskilled</i>		<i>Overall</i>	
	Rs.	nP.	Rs.	nP.	Rs.	nP.
Average monthly income from employment in Port	120-35		111-78		114-14	
Average monthly subsidiary earnings from all sources	18-72		8-48		7-63	
Total	139-07		120-26		121-77	

It came to about Rs. 139/- in skilled category, about Rs. 120/- in the unskilled category and Rs. 122/- for both the categories combined. These compare favourably with the total income of the households of regular workers (especially semiskilled and unskilled) and of the Port.

The workers' preferences in respect of different items such as higher wages, more leave, better working conditions etc., were also ascertained. The opinions collected during the enquiry were tabulated and presented in Tables 9.8, 9.9 and 9.10. The ratings of skilled workers given in Table 9.8, show that a majority of workers (30%) gave their first preference to 'higher' wages. 'Better working conditions' and 'more leave' ranked second and third respectively. In unskilled category (see Table 9.9) about 42 per cent preferred first 'higher wages'. They gave second and third preference to 'better living conditions' and 'more leave' respectively. Thus, while the skilled workers gave their second preference to 'better working conditions', the unskilled workers gave second preference to 'better living conditions'. Considering all the stevedore (i.e., combining both the categories) 'higher wages', 'better living conditions' and 'more leave' ranked first, second and third respectively. (see Table 9.10).



(e) *Benefits*

*Welfare Fund:* Cost of amenities, welfare and health measures and recreation facilities for registered dock workers are met from a separate fund called the Dock Workers Welfare Fund which is maintained by the Board. Contributions to this Fund are made exclusively by all registered employers at the rate of five per cent of time-rate wages. In addition to the contributions from registered employers, fines recovered from registered workers and other employees of the Board, payments disentitled under clause 43 (3) or clause 44 (2) (a) of the scheme, salaries, wages and other allowances remaining unclaimed under the Provident Fund Rules, interest and/or profits or investments belonging to the Fund also formed as receipts creditable to this Fund.

The purposes for which the Fund may be used are provision of amenities such as drinking water, sanitation and canteens, welfare measures such as housing, education, health measures such as provision of dispensaries, payment towards special drugs, financial assistance to families of distressed workers and recreation facilities.

*Canteen :*

Most of the stevedore workers visit the canteens in the Dock Area only. About 35 per cent of the skilled workers and 28 per cent of the unskilled visited the canteens frequently. Workers who visited canteens 'sometimes' constituted about 9 per cent and 38 per cent in skilled and unskilled categories, respectively. The rest were not in the habit of going to canteen. Of these about 94 per cent stated that there was no canteen nearby as the reason for not going to canteen.

*Housing :*

So far no housing accommodation to its workers by the Dock Labour Board had been provided. There were proposals to provide housing facilities. About 26 per cent of the skilled and 8 per cent of the unskilled workers were living in their

own houses. The rest were in rented houses. Thus about 87 per cent of stevedore workers (both skilled and unskilled) were living in rented quarters.

*Medical Aid:*

At the expense of the Dock Labour Board, medical attention is provided at the Port dispensary for the stevedore workers. It is also provided in the rules of the Dock Workers Welfare Fund that expenses incurred towards special drugs for employees and their families, expenses towards artificial limbs to those who are permanently or partially disabled due to accidents on duty, cost of supply of spectacles to needy employees should be defrayed from the Welfare Fund if they are recommended by the Medical Officer.

*Educational Facilities :*

The rules of Welfare Fund also provide for expenditure towards schools, educational facilities for adults, grant of scholarships, libraries and towards books for children of employees etc.

*Recreation :*

So far there was no recreation club arranged by the authorities but sports and games are conducted by the Labour Officer in the grounds of Port Gymkhana Club and prizes are also distributed.

*Provident Fund and Gratuity :*

Provident Fund and Gratuity facilities were introduced with effect from September, 1962 to all registered workers. The workers have to contribute 6½ per cent of their wages towards Provident Fund and the Board also contributes an equal amount. The gratuity is fixed at 15 days wages for every year of service.

All registered workers are entitled to 7 days casual leave and 7 days sick leave in a year and one day earned leave for every 22 days worked with full pay.



*Indebtedness :*

About 70 per cent of skilled workers and 90 per cent of unskilled workers were in debt. The average amount of indebtedness per indebted worker was about Rs. 312/- in skilled category and Rs. 545/- in unskilled category. Combining both the categories this average amount of indebtedness works out to about Rs. 494/-. The purpose for which the amount was borrowed was also enquired into. Domestic needs, house construction, marriage and sickness were the important purposes.

*(f) Strikes*

The following table shows the number of strikes, number of workers involved (both direct and indirect), number of mandays lost and the index of mandays lost :

<i>Year</i>	<i>No. of Strikes</i>	<i>No. of workers involved (both direct &amp; indirect)</i>	<i>No. of Mandays lost</i>	<i>Index of Mandays lost (1959 equals to 100)</i>
1958	1	1,500	1,500	—
1959	18*	7,482	7,769	100.00
1960	5	2,539	6,462	83.18
1961	14	8,957	17,804	229.19
1962	2	406	1,991	25.62

\* In this figure two strikes organised by shore labour in conjunction with stevedore labour were included and the number of stevedore workers involved and mandays lost relating to them in these two strikes were also included.

During the last eight months of the year 1958, there was one strike in the month of September. The stevedore labour did not participate in the general strike conducted in the month of June, 1958 by the regular workers of the Port. In 1959 there were 18 strikes and the mandays lost amounted to 7,769. In 1960, though the number of strikes were only 5, the mandays lost amounted to as much as 6,462. In 1961 there were 14 strikes and the mandays lost reached the peak figure of 17,804. Of the 14 strikes in this year, seven were conducted

after the formation of the Dock Labour Board. In the first four months of the year 1962 there were two strikes and the mandays lost accounted for 1,991.

The detailed analysis of strikes is as follows :

1958 (1) As many as 1,500 stevedore and shore workers went on strike on 1-9-1958 as a protest against the steps taken by the Stevedore Association to dismiss the 10 temporary 'B' gangs for one day. It was settled through conciliation.

Mandays lost : 1,500.

1959 (1) On the 27th January, there was a strike conducted by 700 workers of both the stevedore and shore labour as a protest against non-registration of the Port Khalasis' Union. The strike lasted for half a day. The workers resumed duties without any settlement.

Mandays lost : 350.

(2) On 24-2-1959, 140 stevedore workers struck work for half a day demanding the fixation and payment of wages for the tippers.

Mandays lost : 70.

(3) On 30-4-1959, 180 workers organised a strike for one day as the 'A' gangs booked for 2nd shift were obstructed by 'B' gangs. It was settled through conciliation officer.

Mandays lost : 180.

(4) On 15-5-1959, 500 workers staged a strike as a result of dispute among workers regarding distribution of work between 'A' and 'B' category of workers. The strike lasted for a day. It was settled through conciliation. Settlement was reached regarding engagement of 'A' and 'B' categories.

Mandays lost : 500.

(5) Again on the same day i.e., 15-5-1959 there was a strike by 36 workers demanding advances against wages. It lasted for half a day.

Mandays lost : 18.

- (6) On 16-5-1959, 408 workers refrained from work for the reason that they were asked to improve as one section of stevedore labour resorted to go slow tactics on 15-5-1959. It lasted for one day.

Mandays lost : 408.

- (7) On 6-6-1959, 225 workers went on a strike for 1 hour and 45 minutes as the employer refused to engage them continuously for 24 hours. They resumed duty pending negotiation of settlement.

Mandays lost : 49.

- (8) On 8-6-1959, 320 workers (stevedore gang boys) struck their work for 2½ hours, demanding relief to go out to take tea etc.

Mandays lost : 100.

- (9) On 16-6-1959, 188 workers staged a strike for 2½ hours.

Mandays lost : 59.

- (10) On 13-7-1959, as many as 1580 stevedore and shore workers organised a strike for more than one day but less than 2 days.

Mandays lost : 2040.

- (11) On 31-7-1959, 97 workers refrained from work for 1½ hours, demanding payment of advances. Strike was settled through direct negotiation. Advances were paid.

Mandays lost : 15.

- (12) On 12-8-1959, 170 workers went on strike for the same reason, i.e., payment of advances for one day. This was also settled through direct negotiation.

Mandays lost : 170.

- (13) On 25-8-1959, 500 workers staged a strike for 1½ days.

Mandays lost : 750.

- (14) On 26-8-1959, 642 workers staged a strike for 1 day.

Mandays lost : 642.

- (15) On 28th August, as many as 1000 stevedore and shore workers organised a strike for one day.

Mandays lost : 1000.

- (16) On the 2nd September, 96 workers abstained from work for 1½ hours demanding payment of advances. Settlement was pending.

Mandays lost : 18.

- (17) On 20th October, there was a strike for 2 days by 200 stevedore labour and as a result of a dispute between the Dock Workers' Union and Port Khalasis' Union regarding distribution of work and change of roster system and distribution of work between 'A' and 'B' gangs. It was settled through Conciliation Officer.

Mandays lost : 400.

An agreement was reached between the shipping interests and the unions on 4-12-1959.

- (18) On 2nd November, as many as 500 workers struck their work in sympathy with the general cargo wagon unloading labour to whom the work of unloading of pig iron was not given earlier. It lasted for two days. It was settled through direct negotiation.

Mandays lost : 1000.

- 1960 (1) On the 29th August, 315 workers struck their work to protest that rigging and unrigging were not their work. The strike lasted for 2 days. Settlement was reached through Conciliation Officer.

Mandays lost : 630.

- (2) On 16th September, 204 workers staged a strike alleging that they had been threatened by the striking winchmen and demanding payment of Dasara Advance. The strike lasted for 4 days. It was settled through conciliation.

Mandays lost : 816.

- (3) On 21st September, as many as 1580 stevedore and shore workers staged a strike demanding arrest of a

member of the crew of S. S. Valentino 'Friars' as it was alleged that he had assaulted a stevedore worker on board the vessel. It lasted for three days and was settled through conciliation.

Mandays lost : 4740.

- (4) On 17th October, 95 workers struck the work for two days as a result of a dispute between two sections of workers belonging to Port Khalasis' Union. This strike was settled at a meeting convened by the President of Port Khalasis' Union.

Mandays lost : 190.

- (5) On 17th November, 345 workers organised a strike for 2 hours, demanding settlement of wages due to them for previous work. Following instructions from the President of the Port Khalasis' Union, workers resumed working.

Mandays lost : 86.

- 1961 (1) On 1st February, 168 workers went on strike for half a day demanding offer of work to the two gangs suspended by the Secretary of the Stevedores' Association. It was settled through conciliation. It was successful.

Mandays lost : 84.

- (2) On 25th February, as many as 719 workers staged a strike for four days as a protest against suspension of 9 gangs by the Stevedore Association for indiscipline. They demanded withdrawal of suspension order. It was settled through conciliation.

Mandays lost : 2876.

- (3) On 17th March, as many as 1722 stevedore and shore workers organised a strike for one day demanding holiday on the same day, it being a Telugu New Year day. They enjoyed a holiday.

Mandays lost : 1722.

- (4) On 24th April, 59 workers struck their work on account of death of stevedore labour who met with

an accident on S. S. 'Mathura'. It lasted for less than a day. Settlement was not required.

Mandays lost: 51.

- (5) On 25th April, 1,011 stevedore and shore workers refrained from work for 2 days to express sympathy with their co-worker who met with an accident and died later on board the vessel 'Mathura'.

Mandays lost: 2022.

- (6) On 7th May, 732 workers went on strike for 4 days as a protest against suspension of one of the stevedore gangs for three turns as a disciplinary measure. It was settled through conciliation.

Mandays lost: 2928.

- (7) On 22nd May, 34 workers refrained from their work for less than a day as a result of a quarrel between the ships' crew and stevedore labour.

Mandays lost: 11.

- (8) On 11th June, 1784 stevedore and shore workers struck their work for two days as they went to attend the reception given to the Congress President and attended the meeting addressed by him. Settlement not required.

Mandays lost: 3568.

- (9) On 15th June, 273 workers staged a strike for one day as a result of disagreement of workers with some of the conditions of their service under the Dock Labour Board Scheme.

Mandays lost: 273.

- (10) On 23rd June, 960 stevedore and shore workers went on a strike for two days as a result of non-receipt of wages. The strike was settled through direct negotiation.

Mandays lost: 1920.

- (11) On 23rd July, 365 workers staged a strike for two days demanding full wages instead of disappointment money.

Mandays lost: 730.

- (12) On 22nd August, 522 workers organised a strike for one day due to a certain dispute regarding rotation for their engagement.

Mandays lost: 522.

- (13) On 23rd September, 101 workers staged a strike for four days on account of the suspension orders by the Labour Officer. Suspension order was stayed by the Chairman and workers resumed their work.

Mandays lost: 404.

- (14) On 13th November, 507 workers went on strike demanding 11 bags to be reckoned as one ton irrespective of the weight of the bags. It lasted for more than a day. It was settled by mutual discussion between the Port Khalasis' Union and Stevedores Association. Stevedores Association agreed to pay accordingly.

Mandays lost: 693. Wages lost: Rs. 1,900.

- 1962 (1) On 1st February, 169 stevedore labour went on strike for nearly nine days as a protest against booking of Port Casual Labour for work. It was settled on intervention of the Chief Labour Commissioner.

Mandays lost (Stevedore labour): 1517.

- (2) On 22nd April, as many as 237 workers staged a strike for two days due to hooking of one winchman instead of two per ship's work (crane).

Mandays lost: 474.

The analysis of strikes given in the preceding pages points out the existence of unrest amongst the stevedore labour especially from the year 1959. The Vizagapatam Dock Workers (Regulation of Employment) Scheme was notified on 11th July, 1959. The number of strikes from 1st January, 1959 till the date of notification (11-7-1959) was nine while there were nine strikes from the date of notification till the end of the year of notification but whereas the mandays lost in the later period were nearly three and half times over the first period. Within two days after the notification of the scheme, a major strike

took place in which 1,580 workers participated for more than one day but less than two days. The mandays lost were as many as 2,040. The scheme came into effect and the Dock Labour Board began to function from 15th June, 1961. During the year 1961, there were 14 strikes with 17,804 mandays lost of which 13,262 mandays due to eight strikes belong to the period before 10th June, 1961 and the rest of 4,542 mandays due to six strikes belong to the period after the date of formation.

*Causes:* The only strike in 1958 was to express a protest against suspension of a fellow worker. In 1959, out of a total of 18 strikes four were caused by dispute between two unions regarding work assignment. Mandays lost as a result of strikes due to this reasons accounted for 22 per cent in the total number of mandays lost. In the year 1960, as many as 73 per cent of mandays were lost due to a strike organised by the workers demanding the arrest of ship crew who assaulted one worker. In 1961 protest against suspension or dismissal of fellow worker accounted for four strikes out of 14 strikes in that year and about 36 per cent of total mandays lost in the same year. In 1962, work assignment accounted for both the strikes and the mandays lost stood at 1,991. For the whole period under study protest against suspension or dismissal of the fellow workers was the major reason which accounted for about 22 per cent in total mandays lost. Next in order of importance came the disputes between two unions regarding work assignment with a share of about 14 per cent. Though number of strikes was higher in the case of work assignment than those in respect of protest against suspension or dismissal of fellow worker, the number of mandays lost was lower in the case of the former than in the case of the latter. It must be said here that no definite trend of any cause could be observed.

*Duration:* Out of 40 strikes during the period under study as many as 13 strikes were conducted for less than one day. Twelve strikes were held between one and two days. There were only six strikes which extended for more than three days.

*Settlement:* Out of 40 strikes, ten were settled by the Conciliation Officer and five more by direct negotiation. Three



strikes were of such nature that they did not require any settlement.

In conclusion it must be said that there was more industrial unrest during the period under study with regard to stevedore labour as compared to regular workers. It is most unfortunate that the disputes between the two unions representing the stevedore labour often resulted in strikes and accounted for a considerable number of mandays lost. Nine strikes out of total of 40 during the period were due to these disputes and mandays lost were as many as 5,084 out of 35,026 of mandays lost during the period. The comment by 'Statesman' in its editorial on 16th May, 1961 that the trade union leaders 'seem to have little sense of responsibility' is perhaps quite justified from the view point of mandays lost. At its 9th Annual General Body Meeting, the Steamship Agents Association expressed their concern in July, 1963 about the labour situation. The Chairman of the Association, in his address said the Port was seriously "menaced by a series of sudden lightning labour strikes". As a result of this, the trade passing through this Port, was seriously affected. As rightly pointed out by the Chairman, these strikes were due not so much to workers' real grievances as to the 'induction of politics' between the two unions thereby promoting inter-union rivalry. Each union was trying to assert its superior representative capacity with an eye on securing membership of Vizag Port Trust due to be constituted shortly. He pointed out that because of this labour situation, exporters, who hitherto routed their shipments through Visakhapatnam, had virtually stopped their further shipping programme and were diverting their respective cargoes to other Ports or suspending further business from this Port. This had a direct bearing on the number of ships coming to Vizag Port.

#### (g) *Trade Unions*

Though the Port was opened to traffic as early as 1933 and the regular workers of the Port had organised themselves into a union in the year 1936, the starting of a union for stevedore labour was very recent. Its origin can be traced to the year

1947 when the Port Khalasis' Union was formed. This union was the result of the efforts of Sri B. G. M. A. Narasinga Rao. At first there were no stevedore workers in this union. Five years later, these workers also joined the union. The membership of the union had increased significantly and it was affiliated to the Indian National Trade Union Congress from 1954 to 1957 during which period the President of this union was also the President of the Andhra State Branch of the Indian National Trade Union Congress. The union demanded in the year 1956 the formation of a pool for stevedore labour and organised a strike to achieve their demand. The Government, Port authorities and the stevedores had to accept this proposal. In the same year another strike was organised demanding increase of wage-rate for stevedore labour. The parties could not settle the issue between themselves and agreed to submit the same for adjudication by the Industrial Tribunal at Madras. Two months later there was conciliation and an agreement was arrived at providing for an increase in the wage from Rs. 2-50 to Rs. 2-75 and also a stipulation that the wage rate would be increased by 25 naye paise every year until it reaches a maximum of Rs. 3-25.

The workers thought that the wage-rate would increase by 25 naye paise every year, but in 1958 on reaching the stipulated maximum limit of Rs. 3-25 when wages could not be further increased, the workers were dissatisfied. In addition to this, due to the dispute between the gangs of shore labour and due to the non-submission of the union accounts by the President some workers were dissatisfied with the Union and they joined a rival union newly formed under the Presidentship of Sri P. Manavalaih Naidu in 1958.

Subsequently, in the same year, the President of the erstwhile Port Khalasis' Union started another union called the Dock Workers' Union. The union started by Sri Manavalaih Naidu was registered under the name of Port Khalasis' Union in September, 1959. This union was also affiliated to the Indian National Trade Union Congress and the Indian National Port and Dock Workers' Federation, a wing of the former, in 1961.

Thus there were two rival organisations for stevedore labour. One was the Dock Workers' Union under the Presidentship of Sri B. G. M. A. Narasinga Rao and the other was the Port

Khalasis' Union under the Presidentship of Sri P. Manavalaih Naidu. Both the presidents were members of the congress party.

About 96 per cent of skilled workers and 41 per cent of unskilled workers were members of the Port Khalasis' Union. The rest were members of the Dock Workers' Union.

An overwhelming majority of workers were in favour of a 'check-off' clause. The unions could get this benefit by requesting the management to agree to this thus raising the finances of the union.

Though about 86 workers out of a total of 87 interviewed workers claimed that they knew the union leaders, they had a very few occasions to meet them. Over 65 per cent of skilled workers and 58 per cent of unskilled workers were in favour of one union. This view perhaps was the result of experience gained by frequent disputes and the consequent troubles between the two existing unions and resulting evils.

TABLE 9.1 REGISTERED LABOUR FORCE – MONTH AND DESIGNATIONWISE

<i>Month</i>	<i>Tindals</i>	<i>Signal-Man</i>	<i>Winch-Man</i>	<i>Total (skilled)</i>	<i>Unskilled (Mazdoors)</i>	<i>Total</i>
July, 1961	43	65	110	218	568	786
August	40	65	110	215	568	783
September	40	65	110	215	564	779
October	40	65	110	215	564	779
November	38	64	109	211	563	774
December	38	64	110	212	563	775
January, 1962	38	64	110	212	563	775
February	38	64	110	212	563	775
March	38	81	117	236	567	803
April	38	81	117	236	566	802
May	38	80	117	235	659	894
June	38	80	117	235	659	894
Average	39	70	112	221	580.5	801.5

TABLE 9.2 NUMBER OF BOOKINGS PER WORKER PER MONTH

<i>Month</i>	<i>Tindals</i>	<i>Signal-Man</i>	<i>Winch-Man</i>	<i>Total (skilled)</i>	<i>Unskilled (Mazdoors)</i>
July, 1961	23	24	18	21	15
August	26	25	23	24	20
September	23	24	22	21	16
October	26	26	21	23	20
November	25	22	14	18	13
December	17	15	11	13	8
January, 1962	19	18	12	16	12
February	16	15	10	13	8
March	22	20	16	17	16
April	21	18	13	16	15
May	28	24	20	22	20
June	30	28	23	25	20
Average	23	22	17	20	15

TABLE 9.3 COMPOSITION OF TOTAL WAGE BILL OF REGISTERED WORKERS FOR THE PERIOD  
FROM JULY, 1961 TO JUNE, 1962.

<i>Item of Wages</i>	<i>Tindal</i>	<i>Signal-man</i>	<i>Winch-man</i>	<i>Total (skilled)</i>	<i>Mazdoors (unskilled)</i>	<i>Total</i>
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Wages	49,987	63,814	1,06,371	2,20,172	4,30,372	6,50,544
Overtime wages	666	1,023	1,006	2,695	7,566	10,261
Disappointment money	83	93	160	336	469	805
Incentive Bonus	12,171	23,354	25,644	61,169	2,14,023	2,75,192
Guaranteed minimum wage	—	—	1,942	1,942	16,596	18,538
Attendance allowance	2,819	6,158	16,972	25,949	94,303	1,20,252
Holiday wages	1,342	1,757	3,777	6,876	15,983	22,859
Total	67,068	96,199	1,55,872	3,19,139	7,79,312	10,98,451

TABLE 9.4 COMPOSITION OF AVERAGE MONTHLY EARNINGS

Item of Wages	Tindal	Signal- man	Winch- man	Total (skilled)	Mazdoors (unskilled)	Overall
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Wages	106.82	75.97	79.15	83.02	61.72	67.59
Overtime wages	1.42	1.22	0.75	1.01	1.09	1.07
Disappointment money	0.19	0.11	0.12	0.13	0.07	0.08
Incentive Bonus	26.01	27.80	19.08	23.06	30.69	28.59
Guaranteed minimum wage	—	—	1.44	0.73	2.38	1.93
Attendance allowance	6.08	7.33	12.63	8.97	13.53	12.50
Holiday wages	2.88	2.09	2.81	2.59	2.30	2.38
Total	143.40	114.52	115.98	120.35	111.78	114.14

*Dock Labour*

TABLE 9.5 MONTHLY WAGE BILL OF REGISTERED WORKERS - DESIGNATIONWISE

Month	Tindals	Singnalmen	Winchmen	Total (skilled)	(Mazdoors) unskilled	Total
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
July 1961	5,424	6,907	12,698	25,029	56,423	81,452
August "	6,736	6,869	16,657	30,267	76,031	1,06,292
September "	4,972	6,469	13,006	24,447	64,079	88,523
October "	6,316	8,354	15,549	30,219	81,082	1,11,306
November "	5,508	6,536	10,667	22,801	52,081	74,881
December "	4,410	4,816	9,267	18,493	41,215	59,708
January 1962	5,903	6,913	12,759	25,575	62,006	87,581
February "	3,699	5,021	8,139	16,859	39,284	56,143
March "	5,244	7,808	12,275	25,327	65,177	90,504
April "	5,348	8,038	11,879	25,265	65,702	90,967
May "	6,297	9,265	16,138	31,700	86,519	1,18,219
June "	6,121	19,203	16,838	43,162	89,713	1,32,875
Total :	67,068	96,199	1,55,872	3,19,139	7,79,312	10,98,451

TABLE 9.6 AVERAGE MONTHLY EARNINGS OF REGISTERED WORKERS

Month	Tindal	Signalman	Winchman	Total (skilled)	Mazdoor (unskilled)	Overall
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
July 1961	126.14	106.26	115.44	114.81	99.34	103.63
August "	168.40	105.68	151.43	140.75	133.85	135.75
September "	124.30	99.52	118.24	113.77	113.60	113.64
October "	157.90	128.52	141.35	140.55	143.76	142.87
November "	147.32	102.12	97.86	108.05	92.51	96.75
December "	116.05	75.25	84.24	87.22	73.21	77.04
January 1962	155.34	108.02	115.99	120.63	110.13	113.01
February "	97.37	78.45	73.99	79.52	69.78	72.44
March "	138.00	96.40	104.91	107.31	114.93	112.71
April "	140.74	99.23	101.53	107.05	116.08	113.43
May "	165.71	115.81	137.93	134.88	131.28	132.23
June "	187.40	240.03	143.91	183.66	136.13	148.62
Average	143.40	114.52	115.98	120.35	111.78	114.14



TABLE 9.7 AVERAGE MONTHLY INCOME PER WORKER'S HOUSEHOLD UNDER SUBSIDIARY SOURCES

	Skilled			Unskilled			Overall		
	Natives	Immi- grants	Overall	Natives	Immi- grants	Overall	Natives	Immi- grants	Overall
No. of workers having income from subsidiary sources	1	1	2	6	8	14	7	9	16
Percentage in total	12.5	6.66	8.69	46.15	15.69	21.88	33.33	13.64	18.39
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Employment of family members	31.67	2.86	18.05	21.38	3.82	7.39	17.76	3.26	6.76
Land	—	—	—	0.31	1.30	1.09	0.19	1.00	0.80
House	—	0.86	0.67	—	—	—	—	0.09	0.07
Total	31.67	3.72	18.72	21.69	5.12	8.48	17.95	4.35	7.63

TABLE 9.8 PERCENTAGE DISTRIBUTION OF SKILLED WORKERS  
CLASSIFIED ACCORDING TO THEIR RATINGS

<i>Items of ratings</i>	<i>I</i>	<i>II</i>	<i>Order of Preference</i>			<i>VI</i>	<i>Total</i>
			<i>III</i>	<i>IV</i>	<i>V</i>		
Higher							
Wages	30.43	30.43	26.09	13.05	—	—	100.00
More leave	—	4.45	43.48	43.47	4.35	4.35	100.00
Better							
working							
conditions	26.09	30.43	17.39	21.75	4.34	—	100.00
Better living							
conditions	21.74	26.09	13.04	8.69	30.44	—	100.00
Security of							
Job	21.74	4.35	—	8.69	47.83	17.39	100.00
Fair							
grievance							
procedure	—	4.35	—	4.35	13.04	78.26	100.00
Total	100.00	100.00	100.00	100.00	100.00	100.00	

TABLE 9.9 PERCENTAGE DISTRIBUTION OF MAZDOORS CLASSIFIED  
ACCORDING TO THEIR RATINGS

<i>Items of ratings</i>	<i>I</i>	<i>II</i>	<i>Order of Preference</i>			<i>VI</i>	<i>Total</i>
			<i>III</i>	<i>IV</i>	<i>V</i>		
Higher							
wages	42.10	29.69	18.75	7.81	1.56	—	100.00
More Leave	—	4.67	35.95	32.82	26.56	—	100.00
Better							
working							
conditions	9.37	25.01	26.56	35.94	3.12	—	100.00
Better living							
conditions	28.12	34.39	14.06	9.37	14.06	—	100.00
Security of							
Job	20.32	6.24	4.68	14.06	46.89	7.81	100.00
Fair							
grievance							
procedure	—	—	—	—	7.81	92.19	100.00
Total	100.00	100.00	100.00	100.00	100.00	100.00	

TABLE 9.10 PERCENTAGE DISTRIBUTION OF WORKERS  
ACCORDING TO THEIR RATINGS (ALL)

[illegible]

## CHAPTER X

### SHORE LABOUR

#### (a) *Characteristics*

Unlike in the other major Ports, where the shore labour are directly employed by the Port, the shore labour at the Visakhapatnam Port are largely casual workers employed through contractors. There are two main types in shore labour, namely skiploading labour and bag cargo labour. At the time of our investigation the skiploading labour accounted for 1,347 and the bag cargo labour accounted for 824. In addition to these two main types, the other shore labour was roughly estimated at about 429.

The nature of work carried on by skiploading labour was to load the specially made iron tubs called skips with ore which were carried on a narrow gauge track from the dump areas of the Port to the ship waiting on the quay wall. The skips are unloaded in the hatches of the ship by means of cranes. The work is carried on by groups of workers called gangs. Each gang consisted of about 20 workers with a maistry as its head.

The bag cargo labour is mainly intended for handling the cargo (in bags consisting of food grains etc.) on shore either from ships or from godowns in the Port area. The work is carried on in gangs, each gang consisting of about 60 workers with a maistry as its head. The total number of gangs was 14.

An analysis of the data relating to the age elicited from the selected workers in both the groups of bag cargo and skiploading labour revealed that more than three fourth of them were below 35 years of age. In the bag cargo labour as many as 31 per cent were found to be in the age group of 26-30 years; while in the skiploading labour the highest percentage of 39 were found to be in the age group of 21-25 years. In the

skip loading labour there was none in the age groups of above 50 while in the bag cargo workers aged 51-60 years were found to the extent of 7 per cent. Thus skiploading attracted much younger people than the bag cargo.

More than 70 per cent of the labour were working for less than 15 years. There were more people in the bag cargo group who had put in more than 10 years of service compared to the skiploading.

Literacy was roughly about the same in the bag cargo and skiploading with about 14 per cent in the former and 10 per cent in the latter. The overall literacy was about 12 per cent in shore labour. Even this low percentage of literacy was concentrated in the age group of below 30 years in both the bag cargo and skiploading.

About 88 per cent of the shore labour were married. There were more married people in the bag cargo than in the skiploading with about 98 per cent and 82 per cent respectively.

All the skiploading labour were immigrants whereas more than one third of the bag cargo labour were natives. Among immigrants 72 per cent were in the skiploading and the rest in the bag cargo. Most of these immigrants hailed from the surrounding villages. With the exception of about two per cent of Urdu-speaking people in the bag cargo labour all the others in both the bag cargo and the skiploading were Telugu-speaking.

Velama and Kapu communities accounted for 79 per cent of skiploading labour. Eventhough Velama, Harijan and Setti Balji communities dominated the bag cargo labour, many other communities had significant share in this group.

The size of a household of skiploading labour was slightly bigger than that of bag cargo labour with 5.46 and 5.14 respectively. Among the households of the bag cargo labour, the number of children was higher than that of the skiploading groups, the average number of females in the households of the skiploading labour was higher than that in the bag cargo labour.

(b) *Decasualization*

The Port and dock work depends upon several factors such as the trade movements in general, the flow of goods from the hinterlands for export, the arrival of large quantities of cargo in bulk and in some cases international developments. There are some other factors which influence the traffic handling by the Port and which are beyond the control of the Port authorities or the importers and exporters. As such, the demand for shore labour, which in turn depends upon the arrival and departure of vessels and the quantity and the type of cargo, is subjected to many fluctuations. These fluctuations in the employment of shore labour tend to lead to a large pool of labour. As the Royal Commission on labour in India expressed in 1931 "There is usually labour in excess of immediate requirements and the tendency is for employers to encourage larger reserves than necessary in order to provide for ample margins against emergencies". The Commission pointed out that the main problem in connection with the shore labour was that of minimising the hardship due to unemployment or underemployment. After emphasising the importance of decasualization on the grounds that labourers who regularly offer themselves for work at the dock were entitled to secure as large a measure of regular employment as the nature of the calling would allow, they recommend "that the aim should be first to regulate the number of dock labourers in accordance with requirements and secondly to ensure that the distribution of employment depends not on the caprice of intermediaries, but on a system which far as possible gives all efficient men an equal share".

Although decasualization is not necessarily an economic necessity from the point of view of efficient working of ports more especially where manpower is ample, it has been generally accepted that casual labour should be reduced as far possible. In the U.K. the Court of Enquiry presided over by Lord Shaw in 1920 expressed its view in favour of wholesale decasualization of all the labour.

"The court is of the opinion that labour frequently or constantly underemployed is injurious to the interests of the

workers, the ports and the public and that it is discreditable to the society. It undermines all security and is apt to undermine self-respect on the workers' part. It is only among those who have sunk very far and whom the system itself may have demoralised, that it can be accepted as a working substitute for steady and assured employment". The International Labour Organisation is also of the same opinion.

No doubt to eliminate completely the casual employment is not possible particularly in those ports where seasonal traffic dominates and the fluctuations in the labour demands are often cyclical in character. Hence it is observed in some quarters that when it is possible for a registration scheme to so limit its register and see that all the registered workers obtain fairly regular employment, it may fairly be said to have reached the limit of practical possibilities in the regularisation of port employment.

Though as early as in 1932 the Government of India accepted the general principle of decasualization, actually decasualization of shore labour was started only in 1944 in Madras and in 1948 in Calcutta and Bombay. The shore labour was divided into three categories in these ports. The first category is more or less on a par with permanent employees and enjoys the benefits of provident fund, gratuity, leave, holidays and weekly day-off besides being guaranteed a minimum wage. The second category receives certain privileges such as restricted number of holidays, compensation under the Workmen's Compensation Act, medical relief and housing facilities. The third category of workers is purely casual and is entitled to no benefits, privileges, or guarantees. The percentage of permanent shore labour (first category only) in total shore labour was about 65 per cent in Calcutta, about 30 per cent in Bombay and about nine per cent in Madras in the year 1957. Taking the second category also, this percentage came to about 35 per cent in Bombay, about 85 per cent in Calcutta and about 10 per cent in Madras. Thus while in Calcutta Port the permanent strength was more than twice the number of casuals, the position was just the reverse in Bombay and Madras where the casuals were nearly double the number of permanent force.

When compared to the above situation in the other Major Ports, the entire shore labour required in Visakhapatnam Port

was supplied by contractors till recently. None of them was employed by the Port authorities even as casuals.

A modest beginning towards decasualization was made by the Port authorities on 29-3-1958, by an agreement with the union and the 14 maistries, regarding employment and payment by the Port, eliminating the contractors. The payments were being made to the maistries for distribution to workers. The Port accepted liability under the Worker's Compensation Act. Much has to be done in the way of extending retirement benefits, leave, holidays, etc. Further, the bag cargo labour and other shore labour also have to be decasualized.

The decasualization of the shore labour has also to be considered from the fact that the employment of casual labour will have an unhealthy effect on the decasualized stevedore labour. In order to create a proper and healthy atmosphere among the shore and stevedore labour who have to work side by side and on whose joint and co-ordinated efforts, the rate of handling and the turnaround of vessels depend, the shore labour has also to be decasualized. The Committee under the Chairmanship of Mr. S. S. Vasist recommended in 1956 "that the Government may review the situation and suggest to the Port authorities that a suitable decasualization scheme in respect of casual labour may be framed by them". Our national plans also aim at the gradual abolition of the system of contract labour, to set up a scheme of decasualization wherever feasible and thereby regularise their working conditions and ensure continuous employment.

Hence it is felt that decasualization should be carried forward in the Visakhapatnam Port to the maximum possible extent. It should be possible for the Port Administration to entrust all ordinary cargo-handling operations to their own workers. This is in the interests of both the workers and the Port and is in accordance with the objectives of our socialistic pattern of society.

### (c) *Earnings*

The average income of the shore labour was estimated at Rs. 42-15 nP. per month. Bag cargo labour were better off



with Rs. 50–71 nP. as compared to the skiploading labour whose monthly income was only Rs. 37–28 nP. since they worked for only a fortnight in ever month.

Their subsidiary incomes accounted for about Rs. 16/– in the bag cargo and Rs. 22/– in the case of skiploading labour. The average per capita income was only about Rs. 12/– which was much below that of the national average. Only from 1st July, 1962 the skiploading labour was taken over by the Port authorities. A new office of Quay Foreman (Traffic) was specially opened on 1st July, 1962 for the administration of the ore-handling labour. This office looks into all aspects such as fair distribution of work to the gangs, supervision of their work, calculation of wages and other payments etc. All the workers were registered and no fresh recruitment was made since the take over, as the Port was interested in reducing the number of gangs as well as the workers per gang. At present there were 64 gangs. Subject to availability of work, 32 gangs work for 15 days in a month from 10th to 24th and the other 32 gangs from 25th to 9th of the next month. The work would be done on shift basis of 12 hours each. With the taking over of this labour by the Port, their wages were being paid regularly and directly by the Port authorities. As such, the maistries had no hand in the wage payment to the workers. The Port authorities increased the piece rate for the skiploading labour from 1–7–1962 and the workers appear to have been satisfied with the present setup. The authority of the maistry was limited only to the extent of assembling gang workers and location of work.

The skiploading workers were not still free from their miseries. It came to our notice that the maisteries generally advance money to the workers on interest basis during their stay here till they receive their wages. The maistries were very rarely found in the workspot along with their workers.

The skiploading labour, who came from villages to work for fifteen days in the Port, devoting the rest of the time to agriculture, were supplementing their incomes through subsidiary earnings from land and employment of family members. The income from employment of family members was the major source in the subsidiary incomes of the bag cargo labour

*Indebtedness:* About 81 of the selected workers were indebted with an average debt of Rs. 406/- as against only about 66 per cent of the skiploading with an average debt of Rs. 461/-. Shore labour, as a whole, had 72 per cent of indebted workers with an average debt of Rs. 427/- (which was roughly equal to ten times of the workers' monthly main income). About one third of the bag cargo workers and about 39 per cent of the skiploading workers had their debt amounting to more than Rs. 500/-.

Much of the indebtedness was stated to have been caused by domestic needs. Next came marriage followed by house construction.

The extent of indebtedness in the case of shore labour was found to be less at Rs. 427/- as compared to Rs. 449/- in the case of departmental unskilled casual labour and Rs. 802/- in the case of regular unskilled labour. The indebtedness in the regular unskilled labour which was a little less than double compared to shore labour was perhaps due to the readily available credit facilities at comparatively lower rates repayable at easy instalments.

#### (d) *Strikes :*

The following table shows the number of strikes, number of workers involved (both direct and indirect) number of mandays lost, and the index of mandays lost :

<i>Year</i>	<i>No. of strikes</i>	<i>No. of workers involved (both direct and indirect)</i>	<i>No. of mandays lost</i>	<i>Index of mandays lost 1959=100</i>
1959	6*	4,198	3,769	100.00
1960	3	195	286	7.59
1961	4	1,214	1,752	49.49
1962	10	4,407	23,182	615.07

\*Two strikes organised by shore labour in connection with stevedore labour were included. Mandays lost relating to stevedore labour were also included in the above table.

In the last eight months of 1958, there were no strikes by the shore labour. The shore labour did not participate in the general strike of June, 1958 conducted in all the major ports included Visakhapatnam Port and in which all the regular workers participated.

In 1959, there were six strikes, and the mandays lost accounted for 3,769 but in 1960, only three strikes were there and the mandays lost were only 286. Again in 1961, four strikes took place and the mandays lost were, 1,752. In 1962, although the period was only four months, as many as ten strikes had taken place. The mandays lost in this period reached the peak figure of 23,182.

The study of strikes in each type of labour shows that in the year 1958, 1959 and 1960 the bag cargo labour had not struck their work. In 1961, they organised strike for only one time and in 1962 thrice. The skiploading labour conducted strikes only in the year 1959 four times. There were no strikes by them in the other three years. But there were strikes, in all the four years, organised by the other shore labour.

The detailed analysis of strikes is as follows :

1959 (1) 298 skiploading labour staged a strike on 12th January for half a day as a protest against the short payment of advances to workman and short of gears to workers. This was settled by direct negotiation.

Mandays lost : 149.

(2) 710 skiploading labour struck their work on 17th January for just half a day as a protest against non-payment of advances. This was also settled by direct negotiation.

Mandays lost : 355.

(3) 700 shore labour and stevedore labour struck their work for half a day on the 27th January, 1959 as a protest against non-registration of Port Khalasis' Union. The strike was organised in conjunction with stevedore labour.

Mandays lost : 350.

- (4) 840 skiploading labour went on strike for one day on the 17th April for non-payment of advances by the contractor. The issue was settled by the Conciliation Officer.

Mandays lost : 840.

- (5) 70 skiploading labour struck their work for just half a day on 2nd May for non-payment of wages by the contractor. Wages were paid.

Mandays lost : 35.

- (6) On the 13th July there was a strike by shore labour in conjunction with stevedore labour.

Mandays lost : 2,040.

- 1960 (1) 130 shore labour staged a strike for more than one day on the 25th and the 26th April as a result of the dispute between the Dock Workers' Union and Port Khalasis' Union regarding handling of steel slabs in the quay. The dispute was settled by direct negotiation.

Mandays lost : 150.

- (2) 33 shore labour went on strike for two days on the 15th and the 16th November again due to the dispute between the two Unions. It was settled on the advice of Conciliation Officer.

Mandays lost : 66.

- (3) 32 shore labour went on strike on the 17th November for more than two days again as a result of dispute between the two Unions regarding distribution of work.

Mandays lost : 70.

- 1961 (1) 90 shore labour refrained from work on the 27th January for one day as a result of dispute regarding distribution of labour in different batches. The steamer agents decided to discharge the transshipment of cargo at Calcutta instead of Visakhapatnam Port.

Mandays lost : 90.

- (2) 156 shore labour staged a strike on the 28th January for less than one day demanding four men for hook for the purpose of tilting the tubs on board the vessel. This was settled by direct negotiation.

Mandays lost : 60.

- (3) 595 bag cargo labour staged a strike on the 20th March for less than a day due to non-settlement of question of payment of batta.

Mandays lost : 483.

- (4) 373 shore labour protested against reckoning twelve bags in a ton as per the weighment of bags being done now and struck work for three days from 13th to 15th November. This was settled by the intervention and advice of Port Administrative Officer.

Mandays lost : 1,119.

- 1962 (1) 33 shore labour went on strike for five days from 23rd January to 27th January demanding enhancement of wages. Conciliation Officer intervened and the dispute was settled.

Mandays lost : 165.

- (2) 880 Bag cargo labour went on strike for nine days from the 29th January to the 7th February demanding payment of incentive bonus. The settlement was arrived at under Sec. 12 (3) of Industrial Disputes Act before Conciliation Officer. The incentive bonus scheme was introduced.

Mandays lost : 7,920.

- (3) 473 shore labour went on strike for less than a day on the 14th February demanding enhancement of wages.

Mandays lost : 244.

- (4) 399 shore labour struck work to participate in general elections for four days from the 19th to 22nd February.

Mandays lost : 1,596.

- (5) 473 shore labour stopped their work for less than 15 days from the 14 to 28 February demanding enhancement of wages. This was referred to conciliation. Wages were increased.

Mandays lost : 6,780.

- (6) On the 6th March 1962, 151 shore labour struck their work for non-payment of wages. This lasted for two days. Though the dispute was referred to conciliation, it was not settled.

Mandays lost : 302.

- (7) On the 20th March, 288 shore labour refrained from work demanding enhancement of wage rates. The strike lasted up to 22nd March and was settled by the Conciliation Officer.

Mandays lost : 864.

- (8) 638 Bag cargo labour struck work for two days from the 6th to 7th April for non-payment of their dues by employers.

Mandays lost : 1,276.

- (9) On 29th April, 656 bag cargo labour went on strike for less than one day.

Mandays lost : 287.

*Causes* : Analysis of the causes for strikes during these four years shows that about 43 per cent of total number of strikes was due to 'wages and allowances'. Mandays lost due to this reason were 19,188. The next important cause was 'work load and work assignment' which accounted for 26 per cent of the total number of strikes. These strikes were mostly caused by the rivalry between the Port Khalasis' Union and Dock Workers' Union. These Inter-Union rivalries accounted for 376 Mandays lost. There were three strikes for non-payment of advances by contractor in 1959 and they were completely absent in subsequent years. Strikes conducted demanding the registration of Port Khalasis' Union in 1959 and due to election work in 1962 were included in 'Miscellaneous'.

*Duration* : 34 per cent of the total number of strikes lasted for less than one day. About 34 per cent lasted for one to three days and only about 17 per cent lasted for five days or more.

*Settlement* : About 17 per cent of the total strikes were settled by direct negotiation, and about 22 per cent were settled by the Conciliation Officer. In the case of one strike in 1961, the Port Administrative Officer intervened and on his advice the strike was called off. In another strike in 1962 which was conducted in conjunction with stevedore labour the Chief Labour Commissioner had to intervene.

To sum up, there was severe unrest amongst shore labour as compared to regular workers. In the first four months of 1962 the number of strikes accounted for as many as ten and the mandays lost as a result of these strikes stood at 23,182. It was unfortunate that the rivalries between the Port Khalasis' Union and the Dock Workers' Union resulted in many strikes during the period under study.

#### (e) *Trade Unions*

The year 1947 marked the first milestone in the history of trade unionism among shore labour of the Port. The first and successful attempt to start a Trade Union was made by Sri B. G. M. A. Narasinga Rao and it was mainly the result of his efforts in facing many odds against the formation of such a Union. Under his Presidentship the Port Khalasis' Union made a small beginning in 1947 with a bare membership of 74. The membership subsequently increased to 800 in 1951. In the formative stages of the Union, the leaders faced resistance from both the employers and maistries.

Overcoming these organisational difficulties, the Union could launch a successful strike by the five tobacco gangs of shore labour. The strike lasted for one day and resulted in increase of about 20 per cent in the wages of these five gangs. This strike also resulted in an increase of membership of the



Union to 3000 by 1954. The stevedore workers also joined the union. In 1955, the union organised four strikes of which three were successful and one was withdrawn. As a result of these three successful strikes, the union achieved increase in wages of skiploading labour, wagon unloading (ores) labour and coal handling labour. The strike which ended in failure was organised for an increase in wages of the five tobacco gangs of shore labour.

The union organised a co-operative Labour Contract Society to do away with the middlemen contractors and managed the entire export ore handling work for three years dispensing with contractors and passing on the accruing benefits to workers totalling about nearly 2 million rupees. The workers were very much benefited in the matter of prompt and accurate payment of wages and other service conditions which were the soul cause of troubles with respect to other contractors.

The union was affiliated to the Indian National Trade Union Congress from 1954 to 1957 during which period the President of this union was also the President of the Andhra State branch of the Indian National Trade Union Congress.

However in 1958, this Port Khalasis' Union was merged into Dock Workers' Union by Sri B. G. M. A. Narasinga Rao, who happened to be the President of both the unions.

But a section of the workers contesting this merger formed the Port Khalasis' Union under the Presidentship of Sri P. Manavalaiah Naidu and registered the new union in September, 1959. The union was also affiliated to the Indian National Trade Union Congress and the Indian National Port and Dock Workers' Federation, a wing of the former in 1961.

There were two unions for shore labour one was the Dock Workers' Union under the Presidentship of Sri B.G.M.A. Narasinga Rao and the other was the Port Khalasis' Union under the Presidentship of Sri P. Manavalaiah Naidu. Both of them were political leaders and belonged to the Congress Party.



## CHAPTER XI

### SUMMARY AND SUGGESTIONS

Maintenance of harmonious labour-management relations in major Ports is of crucial importance especially in view of the vital role they play in a nation's economic development. In its attempts to attain a faster rate of economic progress India has to depend on developed countries to obtain the necessary plant equipment and other essential materials for its development projects. For importing these items, and also to facilitate expansion of export trade, the country having a vast coast line, has to depend on its sea Ports. The speed with which goods are handled at the Ports has multiple effect on the many industries which depends on the imports or exports through the Ports. The speed and economy in handling the cargo at the Ports depends to a great extent on the efficiency, willingness and co-operation of the workers.

Visakhapatnam Port is one of the major Ports in India on the east coast. It serves both as an outlet and inlet to the vast hinterland comprising Andhra Pradesh, Orissa and Madhya Pradesh. Its importance has been on the increase as a result of the setting up of many industrial projects in the areas forming its hinterland.

The choice of Visakhapatnam Port for undertaking a study of industrial relations is significant in view of its fairly long history with good industrial relations. In the past three decades there were but two general strikes, and some more strikes of a minor nature which however do not affect the fair record of industrial relations. The aim of the present study is to highlight the important factors that contributed to this long history of good industrial relations.

The employees of the Visakhapatnam Port could be categorised into three groups: (i) Regular Employees borne on the payrolls of the Port, (ii) Dock Labour employed by the Dock Labour

Board, and (iii) Shore Labour employed through contractors. The total strength of the workforce in the Visakhapatnam Port on the date of investigation was reported to be 7,208, comprising 3,593 regular employees, 571 casual labour, 873 stevedore labour, and 2,171 shore labour.

Although the idea to construct a Port at Visakhapatnam was mooted as long back as 1858, the Port took a physical shape only after the lapse of seven decades, and was declared open for traffic from 1933. The Port is a well-protected deep sea port with good facilities for incoming and outgoing vessels. It, provides services such as bunkering and dry-docking.

The chief items of imports are machinery, crude oil, fertilizers and foodgrains, while important items of exports consist of tobacco, iron ore, pig iron, manganese and ferro-manganese. Exports have all along been dominating the total tonnage handled at the Port, although the difference between exports and imports handled in gradually becoming narrow.

The Port traffic increased from 0.28 million tons in 1934-35 to over 2.8 million tons in 1961-62. The number of ships that visited the Port increased during the same period from 300 to 628. Thirty per cent of the vessels that called at the Port during 1961-62 were coastal vessels, and the rate at which coastal trade has been increasing is greater than the rate at which foreign trade has been increasing.

It is generally felt that the turnaround of the ships at Visakhapatnam Port is low, although opinions differ about the causes responsible. While the ship-owners and other Port users generally attribute the detention of ships to the low productivity of labour, the labour attribute the deficiency to poor working conditions and other operating problems at the Port.

The human factor assumes greater significance in the various operations in a Port where the adoption of different combinations of men and machinery, depending upon the nature and quantum of goods that have to be handled, decide the productive efficiency. Either standardisation or adoption of the same methods of handling goods may not always be suitable because the situations are ever changing. As such the employees and

their efficient management, play a predominant role in determining the level of productive efficiency. The efficiency of the workers and their attitudes towards work are to a great extent influenced by such factors as social background, literacy, etc.

The rapid expansion of the operations of Visakhapatnam Port, and the immense possibilities for further growth in the future, led to the development of a stable workforce. The growth in the traffic handled increased the employment opportunities, specially in the skilled category due to increased mechanization of operation and application of larger doses of capital. (Overall growth 29 per cent, skilled 38 per cent between 1957 and 1962.) The policy of the management to encourage existing employees through promotions to higher positions created by the expansion of the operations enhanced the morale of the employees. The high rate of literacy (79 per cent for workers and 97 per cent for staff) facilitated the promotion of workers to higher positions. Almost all the workers were from within the state and a majority of them, from Visakhapatnam area (79 per cent of workers, 68 per cent of staff were natives, and 90 per cent of employers were Telugu speaking people) and this led to a homogenous workgroup with common cultural and social backgrounds. The low external turnover of employees also confirms the stability of workforce as a result of the above factors. The policy of management to give preference to the children of employees, further contributed to good morale among the employees.

The existence of stable, committed and fairly contented labour force facilitated in reducing the rate of absenteeism (from 14.24 to 9.91). This reduction in absenteeism was generally observed in all categories and departments, irrespective of their size which in turn contributed to some extent in enhancing the productive efficiency. Whatever absenteeism was there, was found in machinists in the skilled category, tindal in the semi-skilled category and gangmen in the unskilled category, perhaps because of the peculiar nature of the trades. The existence of good morale is also reflected by the decrease in the rate of serious cases of indiscipline (83 per cent to 56 per cent) and consequent decline in the percentage of more severe punishments.

Direct recruitment to skilled and semiskilled categories was insignificant and most of the vacancies in these categories were filled through promotions from lower categories. In the matter of recruitment to lower categories, preference was given to casual workers and children of the employees (45 per cent of the unskilled workers and 30 per cent of G3 staff were previously working on casual basis). Confirmation period varied from two to three years. Inter-departmental transfers were very few. Promotional avenues were fair in all departments for all the posts, except for jobs like watchmen and sweepers. Most of the employees with five years service had promotions, some of them having had two or three promotions. Forty-six per cent of skilled workers reached their present positions through promotions. Seventy-five per cent of the present supervisors came from lower categories through promotions. To facilitate promotions to skilled category the management provided facilities for on-the-job training to workers, and in this the high percentage of literacy proved advantageous. Accession rate in the Port has always been more than the separation rate. Some of the separations were due to natural causes such as retirement and medical discharges, while some were due to avoidable causes like resignations. All these policies have greatly contributed for better employee-employer understanding which in turn fostered high morale. This is further substantiated by the fact that a large number of employees expressed a favourable opinion about the Port management.

Prior to 1947, the scales of pay in force were those obtaining in the Indian Railways. These scales were later modified in the light of the recommendations of (i) the First Central Pay Commission in 1947, (ii) the Enquiry Committee appointed by the Port in 1948, (iii) P. C. Choudhury Committee in 1956, (iv) the Second Pay Commission in 1957 and (v) the Jeejeebhoy Committee in 1958. The comparative study of these wage scales from 1951 onwards showed a rising trend. Taking 1951 as base, the real earnings of the skilled, semiskilled and unskilled categories rose by 13.72, 15.35 and 12.49 points respectively by 1962. The average earnings of the skilled, semiskilled, and unskilled workers on 1-4-1961 were Rs. 165, Rs. 130, and Rs. 99 respectively. Among staff, the average

salaries were Rs. 279, Rs. 188 and Rs. 94 for G1, G2 and G3 categories respectively.

Comparison of the earnings in the previous employment with those in the present employment indicated that the workers are better off in the Port.

In addition, 23 per cent of the skilled and semiskilled, and 42 per cent of the unskilled workers had supplementary incomes. On an average, skilled, semiskilled and unskilled workers who had supplementary incomes, received Rs. 8, Rs. 18, and Rs. 24 per month respectively. The important sources of supplementary income were employment of family members, business, house rent, and income from land.

In spite of the fairly reasonable earnings and supplementary incomes, seventy-six per cent of the workers had to incur debts. The average debt per indebted worker was Rs. 810/–, and fifty-five per cent of this was due to domestic needs, followed by debts incurred for purposes of marriages. Among the sources of borrowing, money-lenders ranked first. Loan services provided by credit societies were on the increase.

The employees in spite of their increasing earnings, had to agitate for more wages and salaries in view of the high cost of living and the pressures from money-lenders for repayment. This is evidenced by the first preference which the employees gave to more wages, followed by more leave and better working conditions.

The absence of significant industrial strife as denoted by strikes, was evidenced by the fact that there was only one general strike in 1958 which was a part of all India strike organized in all the major Ports of India demanding implementation of the recommendations of the Choudhury Committee. The other strikes were minor in nature never extending to even one department as a whole.

Though there was no explicit, formal grievance procedure, there existed a negotiating machinery which helped the speedy solution of many grievances and disputes.

Strikes were considered both by Management and Union leaders as instruments of last resort, and the negotiating machinery created an atmosphere in which all the disputes and

differences could be resolved by mutual negotiations. Whenever no immediate solution was found, the negotiating machinery proved its usefulness in bringing both the parties together at regular intervals and enable them to discuss their differences which many a time helped to arrive at amicable settlement in course of time.

In view of the amicable manner in which many disputes and grievances were being settled through the negotiating machinery up to 1959, it is desirable to revive this arrangement in its fullness. This becomes all the more important in the light of the demand of the employees to institute a grievance procedure on the lines suggested by the ILO in implementing which the management seems to be having some difficulties.

Besides wages and salaries, one of the most important factors that fosters morale is the nature and extent of fringe benefits. These benefits usually take the form of housing, medical, and educational facilities, retirement benefits and other welfare measures. The Visakhapatnam Port provided housing facilities to some of the employees. Since a large number of workers were natives, they owned their houses. Increased provision of housing facilities, might reduce the extent of absenteeism, indebtedness and even improve the morale of the workers. There exists good medical attention to the employees. Educational facilities were extended to the children of the employees in the schools run by the Port management. For the benefit of the employees, the Management assisted in the formation of a co-operative society. The employees are also assured of retirement benefits such as provident fund and gratuity. The staff Welfare Fund established in 1948 extends financial assistance, among other things, to the employees in educating their children, and help those employees who are in distress. On all the bodies connected with the management of welfare programmes, the employees have been represented, and this gave them a sense of participation in the attempts to improve the welfare of the employees.

The establishment of Visakhapatnam Harbour and Port Workers' Union on the 10th January, 1936 marked the beginning of trade unionism not only in the Port, but in Visakhapatnam itself. The Port Non-Gazetted Officers Association was started



eleven years later, in 1947. There are also Unions for the Stevedore and Shore labour. Thus, in the Port, all categories of employees are unionized.

There was, however, a constant flux in the membership of the Workers' Union, with the average number of workers joining and leaving the Union every year being 424 and 423, respectively, during the period of study. The fully paid members formed less than fifty per cent of the workers, and when partly paid members are also included, the membership of the Union accounted for a little over sixty per cent. The fluctuations in the membership of the Union were largely attributed to the low level of Union activity (except during strike periods when, as in 1958, membership increased) and slackness on the part of the office-bearers in their drive for collection of subscriptions in the absence of a rival Union.

It took nearly five years for the Union to get recognition from the Management. The Union was affiliated to the All India Port and Dock Workers' Federation. The leadership of the Unions was generally in the hands of outsiders and the Presidents of the Union from the beginning were either lawyers or politicians. The general impression of the employees was that outside leadership was beneficial. Although the membership of the Staff Association had been constantly increasing, the members formed less than fifty per cent of the staff. Unlike in the case of the Workers' Union, the membership of the Staff Association had been stable, and it was in fact gradually rising. Higher education, more Union consciousness and greater achievements of the Association, were the chief causes that led to increased membership of the Staff Association. For seven years after its inception the leadership of the Association was in the hands of the employees themselves, and from 1954 an outsider was chosen as the President of the Association. The Association also was affiliated to the All India Port and Dock Workers' Federation.

The Union-management and the Association-management relations besides the relations between the Workers' Union and the Staff Association were cordial. The management was sympathetic to the Union in permitting to display the Union

notices on the office notice boards, to hold meetings in the office premises, and to go round for collection of Union membership fees.

Although the Union had its own building and establishment, the finances of the Union and the Association did not permit any significant welfare programmes. The Workers' Union had an added disadvantage due to the financial instability arising out of the constant flux of members, aggravated further by the ineffective collection methods of the Union. One of the reasons for the members not being very keen on paying their subscriptions regularly was their confidence in making the Union take up their cases when they are in trouble, by paying up the membership dues. A majority of employees were in favour of the check off clause, which would go to improve the financial position. Some of the members however felt that this would, by eliminating the necessity of office-bearers approaching the members, reduce the number of opportunities of meeting. Over sixty per cent of the workers were familiar with the office-bearers. Sixty-five per cent of the workers expressed in favour of having only one Union, while only three per cent felt that the existence of two Unions might energise Union activity. With the exception of a new instances when the workers, because of the involvement of their personal interests, had violated the general policies of the Union, the members generally followed the directions and policies of the Unions. To improve the discipline and employee-employer relations, it is necessary for Trade Union leaders to impress upon the workers the benefits arising from membership of Unions and consequent strength of the Union in matters of bargaining and negotiations with management. They should also be made to follow scrupulously the rules and policies of the Union.

The negotiating machinery which was in vogue till 1959, gave frequent opportunities to the Union and Association leaders to meet the management. The Union is represented on the Dock Safety Committee and the Quarters Committee, and it has been demanding that, instead of management nominating some employees on State Welfare Fund Committee, Canteen Committee, School Management Committee, Managing Committees of the Co-operative Credit Societies, and Co-operative



Stores, the Union should be represented on these Committees which, in turn, would nominate some of its members to the various committees. Both the Works Union and Staff Association were not in favour of works committees, as they were doubtful of their usefulness in actual practice. Leaders of the Workers' Union and the Staff Association had on the whole a favourable impression about the management. To create more interest in the employees and increase the scope of employee participation, it is desirable to have a suggestion scheme. This would necessitate greater thinking about the job on the part of the workers, which sometimes might lead to some innovation.

Although the stevedore labour and shore labour also had their Unions, they were not recognised by the management. The performance of these Unions though not spectacular, has been satisfactory.

Apart from the regular workers employed directly by the Port, there are two other types of labour: stevedore labour and shore labour. Stevedore labour handle cargo on board the ship. With the increase in the tempo of developmental activity the stevedore labour also registered a gradual increase, and their total strength was 870 at the time of the investigation. There are four important categories of stevedore labour: Tindal, Signalman, Winchman, and Mazdoor, of which the first three come under skilled category, while the last comes under unskilled category. Of these four categories, Mazdoors accounted for 73 per cent, Winchmen 13 per cent, Signalman 9 per cent and Tindals 5 per cent.

Because of the wide fluctuations in the quantum of cargo handled, stevedore labour for long had been employed on a casual basis. However with the adoption of the decasualization scheme in 1961 under the Dock Workers' (Regulation of Employment) Act, the stevedore labour came to enjoy regularity of employment, besides other benefits. The average monthly earnings during the period of study were Rs. 143 for Tindal, Rs. 115 for Signalman, Rs. 116 for Winchman, and Rs. 112 for Mazdoor. The earnings of the stevedore labour were higher than the earnings of the regular workers during the period of study. But the important drawback was that the earnings of the stevedore labour fluctuated from month to month unlike

in the case of regular workers in the Port. Incentive bonus formed an important part of the earnings of the stevedore labour. On the whole, income from incentive bonus formed 42 per cent of the time-rate wages, and when dearness and other allowances are also included, it accounted for about twenty-five per cent of the total earnings. The subsidiary monthly income of the stevedore labour was about Rs. 19 in the skilled category and Rs. 9 in the unskilled category. Nevertheless, seventy per cent of the skilled workers and 90 per cent of the unskilled workers were in debt, the average amount of indebtedness being Rs. 494. The single major cause of indebtedness was domestic needs. Although no housing facilities were extended to the stevedore labour, registered stevedore workers enjoyed provident fund and gratuity facilities.

There are two unions for stevedore labour, the Port Khalasis Union and the Dock Workers Union. Compared to the regular employees, there existed more unrest among the stevedore labour. A considerable number of strikes were due to inter-union rivalry, their Presidents not being able to agree on many common issues. A significant point was that over 60 per cent of the stevedore labour felt that it would be better to have only one union. Most of the grievances of the stevedore labour related to non-payment of incentive bonus, demand to pay full wages, disputes about method of wages and incentive bonus.

The shore labour, which handles cargo on the shore, comprises Bag Cargo and Skiploading labour. Their strength, during the period of study, increased from 2,280 to 2,900.

The skiploading labour attracted much younger people than the bag cargo labour, perhaps due to the nature of work. The bag cargo labour had longer service, and the migratory nature of skiploading labour could perhaps be explained by the fact that most of them were immigrants. A majority of the shore labour were illiterates.

Most of the shore labour were employed by contractors on a casual basis until 1958, when a scheme for decasualization and abolition of contract labour was implemented.

The average income of shore labour was Rs. 42-15 per month, and the earnings fluctuated from gang to gang and month to month. In addition, the bag cargo labour earned Rs. 16, and

the skiploading labour earned Rs. 22 from subsidiary incomes. With the household size of more than five, the per capita monthly incomes works out to Rs. 11-86, which was much below the national average. The bag cargo labour was comparatively better off, and their main source of subsidiary income was employment of their family members. The main source of subsidiary income of the skiploading labour was land because a majority of them were agriculturists. The shore labour had 72 per cent of indebted workers with an average debt of Rs. 427. In the bag cargo labour about 81 per cent were in debt with an average debt of Rs. 406, as against only about 66 per cent of skiploading but with a higher average debt of Rs. 461.

The shore labour had its first trade union, the Port Khalasis Union, in the year 1947. The membership since then considerably increased, and it achieved some benefits for the shore labour. The union organised, for a short period, a co-operative labour contract society to eliminate middlemen and contractors, and to improve the conditions of the shore labour. But in the year 1958 the union was dissolved following some splits and the President of this union started another union under the name Dock Workers' Union. Some workers who were dissatisfied with this union, again revived the Port Khalasis Union.

Though the unions achieved some benefits for the shore labour, the inter-union rivalries led to strikes many of which were unwarranted from the point of view of employee benefits. Most of the shore labour were rather vexed with the trivial quarrels and felt that the existence of only one union would strengthen the shore labour.

Thus the periodic adjustment of wages on the recommendations of various committees and commissions, provision of amenities and benefits above the statutory minimum, the management paved the way for greater employee-employer understanding. The reasonable and willing manner in which the scheme of decasualization was implemented also helped establishment of good relations between employees and employers. Further the policy of the trade unions to resort to strikes only in inevitable situations as a last resort, and the management's understanding attitude considerably helped the attainment of good industrial relations.

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